

**PROGRAMME DOCUMENT**

**South Sudan**



**Project Title:** Support to Access to Justice, Security and Human Rights Strengthening in South Sudan

**Project Number:** 00127551

**Implementing Partner:** UNDP

**Start Date:** April 2020

**End Date:** March 2023

**PAC Meeting date:** 2 July 2020

**Brief Description**

UNDP South Sudan's Access to Justice, Security and Human Rights program contributes to strengthening the rule of law and human rights and creating the conditions for people to experience peace and security, enjoy their human rights and actively fulfil their societal roles. The program builds on past gains from the previous project and responds to emerging priorities under the R-ARCSS. Working at national level and in eight states, with priority being placed on the people and states that are most affected by the conflict, the program supports national partners to address the drivers of conflict and build resilient communities through strengthening capable institutions that can resolve disputes quickly and fairly, empowering groups of vulnerable people to claim their rights peacefully, increasing safety and security at community level, establishing transitional justice mechanisms to effectively address past abuses and building a national human rights system to stem further human rights violations. Equally, the program responds to the immediate justice and security needs of communities and individuals in a way that complements and strengthens field collaboration among ongoing projects by UNDP to strengthen livelihoods, local governance and social cohesion in these same communities. It also contributes to other national processes outlined in the R-ARCSS such as the permanent constitution making and disarmament, demobilisation and reintegration of ex-combatants. By reducing the inclination for violent retribution and escalation of legal and security problems, the program will help to prevent the recurring violence and conflict, and ultimately contribute towards a stronger governance and peace in the country that is necessary for development.

Contributing Outcome (UNDAF/CPD): <b>UNCF Outcome 1:</b> 'Strengthened peace infrastructures and accountable governance at the national, state and local levels.' <b>UNDP CPD (2019-2021) Output 1.2:</b> Institutional capacities and customary mechanisms at all levels strengthened to monitor, promote and protect citizen's rights and increase access to justice, especially for vulnerable groups and SGBV survivors.	<b>Total resources required:</b>	<b>US\$38,919,057</b>	
	<b>Total resources allocated:</b>	<b>Netherlands:</b>	US\$2,184,000
		<b>Japan:</b>	US\$384,522
		<b>PBF:</b>	US\$1,972,349
		<b>Global Program:</b>	US\$570,000
	<b>UNDP TRAC:</b>	US\$820,000	
	<b>Unfunded:</b>	<b>US\$32,988,186</b>	

Agreed by UNDP		Agreed by Government	
Name: Dr. Kamil Kamaluddeen Resident Representative UNDP-South Sudan		Name: Athian Diing Athian Minister of Finance and Planning Republic of South Sudan	
Signature:		Signature	
Date: 17 September 2020		Date: 09/10/2020	

CA



## I. CONTEXT AND DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

### Background

As South Sudan recovers from several years of civil war and political crises in 2013 and 2016, it continues to rebuild a justice and policing system weakened by conflict, instability and widespread displacement. The residual unprecedented capacity gap in the justice system posed huge challenges to the effective delivery of justice services for the close to 13 million South Sudanese. Individuals, their families and communities are affected by the deficits in the justice system which equally inhibit legitimate stability in which people feel safe, protected and represented in peaceful, just and inclusive communities.

Over the years, the United Nations Development Programme (UNDP) and other UN and international partners have provided technical, programmatic and logistical support to rule of law actors to increase access to justice and safety and promote accountability for serious crimes and human rights violations. An evaluation of UNDP's Access to Justice and Rule of Law project (2017-2020) in 2019 while acknowledging its impact, highlighted the need for continued support to address the justice and security needs especially of disadvantaged and vulnerable groups who still experience significant challenges.

The formation of the Revitalized Transitional Government of National Unity (R-TGoNU) in February 2020 brings hope to this stark reality upon which the rule of law, access to justice and accountability for human rights violations can be built. It marks the beginning of South Sudan's transitional period according to the Revitalized Agreement on the Resolution of Conflict in South Sudan (R-ARCSS) 2018 during which constitutional, justice, security, healing and reconciliation milestones must be met. However, the cycles of intercommunal violence, harsh weather conditions in form of flooding and the COVID-19 pandemic since March 2020 is delaying the implementation of the R-ARCSS, disrupting the delivery of justice and security services, and worsening existing justice deficiencies in addition to introducing new challenges.

#### 1.1. Limited capacity of the justice and security institutions

Through UNDP's past project and working with partners, 45 Rule of Law forums have been established in six states<sup>1</sup> bringing justice and security institutions<sup>2</sup> together to address system-wide concerns and institutional support. The police and prisons staff, judges, prosecutors and traditional leaders have benefited from training, mentorship and coaching in investigation, prosecutions, gender and human rights standards. The government has developed vital police and prison infrastructure<sup>3</sup>, including 3 in-prison Vocational Training Centers in Juba, Wau and Malakal that provide 910 inmates with the skills to reintegrate into society upon release. The justice system is slowly taking services closer to the people through civil society provided legal aid and the Mobile Court system. Among the legal reforms carried out, five security laws<sup>4</sup> have for example been revised as part of the implementation of the R-ARCSS.

Despite previous capacity efforts, the rule of law institutions are still not present in several locations across the country and lack the institutional and professional capacity to establish a functional, effective and accountable justice and security system that serves the people. Weak policies, laws and strategies further constrain the institutions from providing coordinated, responsive and fair services in accordance with human rights, gender equality, child sensitive and fair trial standards. The few judges, prosecutors, police and prison personnel continue to operate in a public service where funding, salaries, equipment, transparency, accountability and positive incentives are not common. Their capacity to apply the laws is

<sup>1</sup> Central Equatoria, Western Equatoria, Eastern Equatoria, Western Bahr el Ghazal, Northern Bahr el Ghazal, Jonglei, Unity and Upper Nile

<sup>2</sup> The Judiciary, Ministry of Justice and Constitutional Affairs (MoJCA) and Ministry of Interior including the South Sudan National Police Service (SSNPS) and the National Prisons Service of South Sudan (NPSSS) make up the main institutions involved in the administration of justice and maintenance of law and order in South Sudan

<sup>3</sup> Prisons are upgraded in Juba, Wau, Malakal, Rumbek, Aweil, Torit and Jonglei; and upgrades are in Yei, Malakal and Terekeka (See 2016 UPR Report)

<sup>4</sup> The Police Service Act 2009, the SPLA Act 2009 (now SSDPF), the National Security Service Act 2014, the Prisons Service Act 2011 and the Wildlife Service Act 2011

further impeded by their inability to read and write in the English language. Police and prisons personnel especially among women and ex combatants are unable to perform their duties professionally due to the low levels of literacy and lack to basic policing, investigation, prisons management and inmate care skills. The shortage of lawyers and absence of a comprehensive state-led legal aid scheme also remains a great handicap to the timely delivery of justice throughout the country.

The situation at the sub-national level is particularly disturbing. Rule of law institutions in remote parts of the country have limited presence, poor infrastructure or are completely absent. With justice and policing services inaccessible especially to the rural population, most people rely heavily on the customary court system or resort to self-help.<sup>5</sup> The degree to which the customary justice system contributes to access to fair justice is inhibited by its inconsistencies with due process and human rights standards. Most often, the discriminatory application of customary law has infringed on the rights of women and girls, discouraged them from reporting incidents of SGBV, forced marriage or any property and family rights – making it difficult for traditional courts to address discrimination that is inherent to cultural and social norms.

## **1.2. Weak service delivery and a huge justice gap**

Due to these institutional constraints, vulnerable groups such as women, children, displaced persons of concern, persons with disabilities and the youth do not have equal access to quality justice. They are largely excluded from the protections and opportunities that the law provides and are unable to realize their rights. An unknown number of people in the country have unmet justice needs in the criminal and civil areas including family, labour, housing, land and property rights. Women and displaced populations experience crime and face disputes over land and property but lack mechanisms to resolve them. Financial, cultural, physical and linguistic barriers they face to access justice caused by poverty, high illiteracy levels, inequality and discrimination further widen this justice gap for the already disadvantaged.

Sexual and Gender Based Violence (SGBV) is prevalent in South Sudan. Occurring within the patriarchal community and households in the country, SGBV continues to leave long term effects on survivors and entire families and communities. Women and girls who are more exposed to such violence at home and during agricultural and livelihoods activities, are particularly disempowered and deprived of their rights, voice and agency, thus increasing their vulnerability. They are often unaware of their rights or options available for legal action. Moreover, the formal mechanisms by which their grievances can be remedied are hardly accessible or in some cases trusted by the public. Since the police, prosecutors and the courts are not responsive to reports of SGBV and family matters, survivors and women are not assured that they can hold their perpetrators to account or receive psychosocial and counselling support for their recovery.

Where the vulnerable groups can claim their rights and obtain legal recourse, accessing justice is slow and time-consuming, often escalating legal problems and leading to high costs and strains to both users and justice institutions. Significant delays in the conclusion of cases also contribute to huge case backlog in courts and lengthy pretrial detention for detainees who face severe socio-economic consequences. The prisons are overcrowded and estimated to hold nearly 8,000 inmates, up to 120% more than their authorized capacity. The COVID19 pandemic has caused disruptions to the delivery of justice, weakening the effectiveness of the justice system to handle cases that is likely to create a residual upsurge of both civil and criminal case backlog and prolonged and arbitrary detention as crime and incidents of SGBV increase.

## **1.3. Incidences of crimes and insecurity at the local level**

<sup>5</sup> The Manual for Traditional Authorities on Customary Law in South Sudan, 2010 (Revised 2013)

Over the years, the SSNPS has established two Emergency Call Centres (ECCs) in Juba and Wau, enabling the police to reduce its crime response time. Strengthening the ties between police officers and the people, through community-level policing initiatives have resulted in at least over 117 Police and Community Relations Committees (PCRC)<sup>6</sup> that provide a unique platform for community members to address local security problems. The PCRCs serve as an important channel for alternate dispute resolution that mitigate conflict in areas with limited or no presence of the formal justice system. These measures are often impeded by limited coverage of the SSNPS outside of major towns, inadequate resources, unskilled officers and ex-combatants, weak command/control, inadequate equipment, tools and logistics and aggravated by corruption, deep mistrust and ethno-political polarization.

Within the communities, security remains fragile and unstable especially in the Jonglei, Warrap and Unity states. Violent crime rates are high and involve murders, assaults, robberies, and kidnappings in addition to gender-based crimes e.g. SGBV. Reports of local-level violence that are linked to unaddressed grievances between communities, feelings of marginalization, cattle rustling, revenge killings as well as long-standing disputes over land and water resources are common. The incidents of crime and cycles of violence are driven by a combination of factors relating to negative intercommunal relationships, a history of violence, circulation of small arms and light weapons in the hands of unauthorised individuals and lack of development opportunities as well as a high number of unemployed youth who are easily drawn into repeated acts of criminality and violence. Crime and violence have led to serious human rights violations.

#### 1.4. Inactive human rights mechanisms

South Sudan is a signatory to eleven international and regional human rights instruments<sup>7</sup> that have been introduced in the Transitional Constitution bill of rights and in over 133 laws.<sup>8</sup> Regulatory frameworks have been put into place to improve the human rights performance of the justice sector. However, there are still reports of arbitrary police arrests, torture in police custody, delayed trials, poor prisons' conditions and overcrowding that infringe on the rights of people who come in contact and conflict with the law. Since its establishment in 2016, the UN Commission on Human Rights in South Sudan has pointed to continued impunity, limited redress for SGBV, deteriorating living conditions for the internally displaced and shrinking space for civic engagement as well as socio-economic rights violations like right to food.

The individuals who suffer human rights violations do not easily access effective redress. Established by an Act in 2009 as an autonomous body, the capacity of the South Sudan Human Rights Commission's (SSHRC) is inadequate to investigate complaints of violations, monitor human rights standards and implement research, education and awareness of human rights. Its effectiveness is impeded by insufficient resources, limited public knowledge on human rights, and cultural practices that contravene human rights. Although CSOs remain active, they are equally focused on promotional human rights activities. Moreover, South Sudan's engagement with the international Treaty Bodies and the Human Rights Council, which complement national mechanisms,<sup>9</sup> is constrained by inadequate national data, weak coordination among institutions responsible for reporting, several residual reports that are overdue, and weak follow up.

#### 1.5. Delays in the establishment of transitional justice mechanisms and processes

<sup>6</sup> UNDP South Sudan, Annual Progress Report, 2019

<sup>7</sup> International Convention on Elimination of All Forms of Discrimination against Women; Convention on the Rights of the Child and its Optional Protocols; Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment; African Charter on Human and Peoples' Rights; the International Covenant on Civil and Political Rights and 1<sup>st</sup> Optional Protocol; International Covenant on Economic, Social and Cultural Rights and Optional Protocol; International Convention on Elimination of All Forms of Racial Discrimination; Convention and Protocol Relating to the Status of Refugees; African Youth Charter; the African Convention for Protection and Assistance of Internally Displaced Persons in Africa and Convention on the Rights of Persons with Disability

<sup>8</sup> South Sudan Universal Periodic Review, 2017

<sup>9</sup> The government has submitted its treaty reports on the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) and a Universal Periodic Review (UPR) Report to the Human rights Council (HRC) in 2017. A mid-term report was submitted to the HRC in 2020.

CA

7/25

Since the signing of the R-ARCSS, and the establishment of the TGoNU on 29 April 2016, the government has not implemented the transitional justice mechanisms provided by the agreement. Chapter five of the R-ARCSS,<sup>10</sup> provides for the establishment of a Hybrid Court, a Commission for Truth Reconciliation and Healing (CTRH) and the Compensation and Reparation Authority (CRA) which are essential to addressing past human rights abuses and other serious crimes, and establishing the conditions that will prevent similar occurrences in the future. So far, the government has established a technical committee to facilitate initial consultations to gather public views to inform the CTRH law. With the support of the African Union, the government has also prepared a draft law on the Hybrid Court.

According to a 2019 Institute of Security Studies study, 60% of South Sudanese are keen for the government to establish the CTRH first, compared to 49% who are in favour of the Hybrid Court and 7% for the CRA.<sup>11</sup> The study also found that the levels of public knowledge of transitional justice mechanisms is low and understanding varies among communities and individuals, depending on their expectations and perceived benefits from the process, posing a challenge in how they will engage. The lack of progress to set up these mechanisms, is delaying accountability and reparation for the four million people who were displaced as a result of the conflict, as well as a sizeable number of women and girls who survived conflict related sexual violence, and the 8 out of every 10 people who were scarred physically and mentally from the human rights abuses during the conflict.<sup>12</sup>

## 1.6. Lessons learnt from Phase II

This project builds on the engagements carried out by the Access to Justice and Rule of Law Project from 2017 to 2020. Overall, the evaluation of the project that was carried out in 2019 found commendable results that addressed a critical gap, especially for the most vulnerable and disadvantaged groups who otherwise would have no hope of enjoying their basic rights and further recommended UNDP to develop the successor phase III in March 2020. Several lessons have been learned from the second phase of the project, which have been used to inform the strategy and project activities in the third phase.

- Tailor capacity-building approach to local conditions where human capital is extremely low. South Sudan has very low human capital. Most of the population and a sizeable number of justice personnel have any high school education. In the third phase of programming, the project will carry out an institutional capacity needs assessment to establish the baseline, followed by capacity evaluation to determine the impact of the capacity building over the new cycle.
- Ensure more integrated programming across relevant thematic areas to increase the multiplier impact of justice and policing initiatives. While the project carried out joint activities with other UNDP projects in an adhoc manner, under this project, the necessary conditions that must prevail as enabling factors for the rule of law to flourish will be ensured by addressing social and economic facilities through integrated UNDP programming across relevant and complementary thematic areas such as livelihoods support and social cohesion projects in the same locations.
- Invest more resources in infrastructure development at the state and county levels. The project had constructed and renovated vital infrastructure that ensured its relevance to meet its counterparts needs – a priority that will be carried into the third phase of programming given the scale of need in the states. Managing expectations is an important part of responding to that need and ensuring that project counterparts can own and sustain the management and operation of the infrastructure outside the project life cycle by encouraging the gradual increase of counterparts' investment, to increase the longer-term sustainability.

<sup>10</sup> Chapter 5 of the Revitalized Agreement on the Resolution of the Conflict in South Sudan (R-ARCSS)

<sup>11</sup> Allan Ngari and Jame David Kolok, Citizens' perceptions on transitional justice processes in South Sudan, November 2019

<sup>12</sup> South Sudan Humanitarian Response Plan, 2019



---

## 2. STRATEGY

Strengthening the rule of law and promoting access to justice are cornerstones of UNDP's work to achieve structural transformation for sustainable human development, build resilience. The Sustainable Development Goal 16 outlines the key role that the rule of law plays in promoting peaceful, just, and inclusive societies and as an accelerator for the 2030 Agenda for Sustainable Development. In South Sudan, access to justice, is essential to address the root causes of violent conflict and prevent serious human rights violations and crimes.

In this regard, the program is built around three integrated output areas of support in eight conflict affected states (Central Equatoria, Western Equatoria, Eastern Equatoria, Lakes, Unity, Western Bahr el Ghazal, Jonglei, Upper Nile). It builds on the past project and responds to the immediate access to justice needs of the communities and individuals in a way that complements and strengthens field collaboration among on-going projects by UNDP to strengthen livelihoods, local governance and social cohesion in these same communities. This approach aims to maximize efforts for results and impact.

The program is fully aligned with the National Development Strategy (2018-2021) especially Secular Goal "Strengthening the Rule of Law System to ensure and promote equal access to justice for all." It supports the implementation of the R-ARCSS, including constitutional and law reforms (Chapter I), security sector reforms (Chapter II), justice sector reforms (Chapter I) and transitional justice (Chapter V). By anchoring the program within these frameworks, it aligns with national priorities, ensures national ownership and is designed as a vehicle to promote rule of law priorities as accelerators for peacebuilding and development.

The program adopts a people-centred and human rights-based approach in which quality services delivered across the justice chain by formal, traditional and alternative means will be made available, accessible, acceptable for populations that are left behind. This will be supported by addressing bias and discrimination as important guarantees for empowering the most disadvantaged individuals and communities to seek solutions from institutions that can provide them with high quality services throughout their justice journey.

Deliberate attention will be paid to gender aspects in all actions. Gender mainstreaming in the national and sub-national level interventions ensures support on policies, institutional frameworks, plans and knowledge products. Likewise, tailored responses will be taken through the scaling up specialised services to institutionalize gender responsiveness and promote gender diversity in core justice and security institutions, advancing access to justice for and protection of women and girls to foster gender equality and allocating a minimum of 15% of program resources to address these gender considerations.

In states where humanitarian efforts have focused on addressing the immediate needs of the people affected by the conflict, the program will deliver complementary support aimed at building community resilience through the restoration of justice and protection services. Efforts will seek to ensure that there is a minimal presence of rule of law institutions and alternative mechanisms that are adequately resourced to provide effective and timely services both to returnees and receiving communities, and regularly monitored against human rights standards and principles.

The program will work closely with government partners in the Judiciary; Ministry of Justice and Constitutional Affairs including the Directorate of Public Prosecutions; the Ministry of Interior including the Police; Prisons; Law Reform Commission; the Ministry of Gender, Child and Social welfare and the South Sudan Human Rights Commission on policy support. All interventions will build upon existing and/or crucially required institutions to enable government to better deliver on policy reforms and ensure

their uptake at the community level in a sustainable and ever-improving fashion through UNDP's field presence and civil society actors.

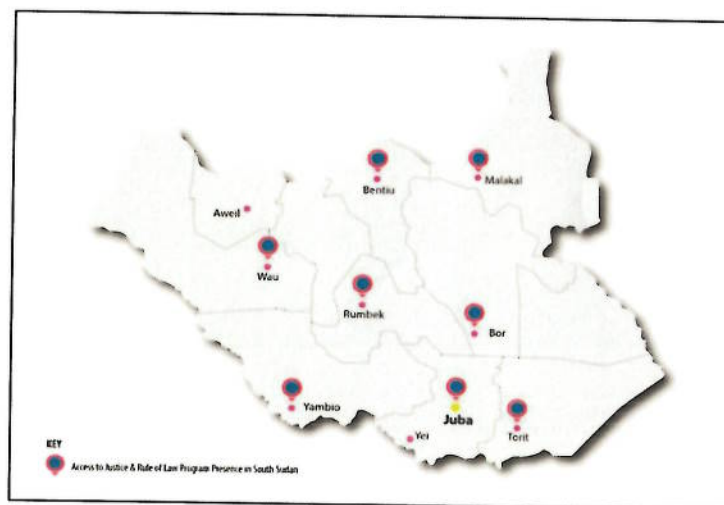
The program capitalizes on its established relations with CSOs and traditional leaders to bring community-level change in the public's understanding of and interaction with justice and security service providers. This includes public legal awareness, legal aid, paralegal support, community policing and engagement of the public voice in justice and security processes. CSOs will also be engaged to monitor and provide feedback on justice delivery in the states to encourage a participatory and bottom-up approach to the development of policy, strategy and laws that will be supported through this program.

The program will advance conflict sensitive approaches, ensuring that support actions to the justice policing system can prevent problems as much as supporting it to resolve those that have occurred. When disputes are fewer, and people have proper legal protection, societies are more likely to be peaceful. Further, measures will aim towards building public confidence in the justice and law enforcement institutions that have long been a source of mistrust by providing people with a reasonable expectation that their rights will be protected and disputes managed peacefully and fairly.

Aware of the range of different actors and stakeholders in promoting justice, security and human rights, the program builds on established partnerships with UN entities with whom various forms of cooperation agreements and joint rule of law related projects exist. UNDP will involve United Nations Mission in South Sudan (UNMISS), United Nations Police (UN Police), Office of the High Commissioner for Human Rights (OHCHR), UN Women, United Nations Children's Fund (UNICEF), United Nations High Commissioner for Refugees (UNHCR) and World Food Programme (WFP) through direct engagement and strategic partnerships. Moreover, UNDP will nurture relations with key donors and the international community including the African Union (AU), the Africa Development Bank (AfDB) and the European Union (EU).

The program leverages UNDP's comparative advantages to draw on its longstanding experience in access to justice, security and human rights programming from its presence on the ground in more than 40 countries that are affected by conflict or crisis, as well as its dedicated expertise in this area and convening power as a trusted partner. It will further leverage its presence in the six states of South Sudan where UNDP has implemented phase I and II of its programming with established partnerships with both state governments and civil society to expand and deepen its support in a coordinated manner.

**Map 1: Programme Geographic Coverage**



### **Theory of Change:**

**If** the knowledge of and capacity of the most vulnerable people to access available justice and security services is increased;

**If** the capacity of formal and customary justice and law enforcement institutions are strengthened to deliver quality services in underserved areas; and

**If** the legacy of past conflict related human rights abuses is addressed in a comprehensive, just and victim centred manner;

**Then** people will be inclined to address grievances formally, institutions will be able to handle disputes fairly, equitably and in a timely fashion, and victims will heal from past grievances. Consequently, the inclination for violent retribution and escalation of legal problems will be reduced, recurring conflicts will be prevented, contributing towards a stronger governance and peace that is necessary for development.

This theory of change envisages a set of assumptions that are crucial for the successful realization of the proposed interventions. Therefore, to produce positive results:

- 1) the program design will continue to be relevant amidst a changing political and security context;
- 2) donor appetite to support the rule of law and human rights area will remain to the extent that meaningful engagements can be undertaken.

External assumptions include:

- 1) major causes of insecurity can be counteracted;
- 2) political will for the advancement of the Peace Agreement will remain supportive;
- 3) TGoNU will be able to take and uphold joint decisions;
- 4) basic budgetary needs of rule of law institutions will be provided by RTGoNU in a predictable and sustainable way; and,
- 5) policies and legal frameworks are revised/developed and implemented in line with international norms and standards.



---

### 3. RESULTS AND PARTNERSHIPS

#### 3.1 Expected Results

This program is anchored in the National Development Strategy and the United Nations Cooperation Framework (UNCF 2019-2021) outcome and the Interim Cooperation Framework Outcome 1: "Strengthened peace infrastructures and accountable governance at the national, state and local levels." It contributes to the achievement of the UNDP Country Programme Document (2019-2021) Output 1.2: "Institutional capacities and customary mechanisms at all levels strengthened to monitor, promote and protect citizen's rights and increase access to justice, especially for vulnerable groups and SGBV survivors."

The program contributes to strengthening the rule of law and human rights in South Sudan and create the conditions for people to experience peace and security that enables them to enjoy their human rights, encourage displaced populations to voluntarily return home, support economic opportunities and actively fulfil societal roles. Working at national level and in eight states, the program supports partners to address the drivers of conflict and build resilient communities that are supported by just institutions with priority being placed on the people and communities that are most affected by the conflict.

This will be achieved using a sector-wide approach to support the realization of the theory of change through the following five interrelated outputs:

1. Justice and security institutions coordinate and deliver accountable, effective and equitable services
2. The most vulnerable people; particularly women, girls, SGBV survivors, IDPs and returnees have increased equal access to a fair and effective justice system
3. Community security especially in conflict-affected areas is people-centred, prevents violence and promotes safety
4. The national human rights systems promote human rights awareness, respect and provides redress
5. Transitional justice mechanisms effectively address the legacies of past human rights violations and root causes of conflict

#### **Output 1: Justice and security institutions coordinate and deliver accountable, effective and equitable services**

The output will focus on engagement with the MoJCA, MoI, SSNPS, NPSSS, LRC, NCAC, MGCSW, the Bar Association, CSOs and community-based organizations to establish an enabling legal environment that supports the reform agenda outlined in the R-ARCSS and efforts to end discrimination. Particular attention will be given to support consensus-based roadmaps that set out milestones for mapping gaps in the legal environment, making the permanent constitution of South Sudan and addressing law reform priorities such as security, electoral, family and GBV laws. The program will support the reform and revision of laws through inclusive and consultative processes that are people driven.

In a bid to put in place comprehensive policies for the sector, the program will support the national security sector reform process through the provision of technical support in the development of the policy and implementation of a strategy that will seek to engage women, girls, minorities and other stakeholders on their concerns and needs, and making the security sector trusted, representative and protective. Support will also be provided to the Ad Hoc Judicial Committee tasked by the R-ARCSS to lead the design of justice sector reforms including the establishment of a Constitutional Court. To this end, the program will support efforts to produce credible and disaggregated data on people's justice and security needs and gaps through institutional capacity assessments and public surveys aimed at strengthening the capacity of policy makers to implement evidence-based reforms.

The program will equally support the design and costing of national and state level justice and security sector plans and strategies that recognise solutions to people's justice and security needs. The established Rule of Law Forums will be reviewed and revamped to become more focussed and effective in addressing safety and justice problems, improving institutional performance and delivery of services. The planning exercises will be accompanied by complementary advice and coaching of staff of the MoJCA, MoI, the judiciary, SSNPS, NPSS and legal aid CSOs on key issues such as inclusive and effective access to justice; law and order; data management and sustainable budgeting options. These planning processes will be evidenced-based, coordinated, inclusive in design and linked to the national development planning.

Building on the important upstream work, the program will support the increase in the presence, reach and ability of the justice actors to respond to local communities concerns through the re-establishment of police, prosecutors, judiciary and legal aid services in areas where they have been absent or are not functioning; deployment of more prosecutors, judges and legal aid providers; and tailored operational support at the state level. Dilapidated infrastructure such as court buildings, prisons, police posts, and reformatory centres will be renovated. The institutions will also be retooled and equipped including through the scaling up of past efforts to establish a unified and robust case management system, inmate's data and crime statistics. Measures will also include support to the institutions to adapt their approaches to the evolving COVID-19 context, respond and recover from its effects on the justice system.

Support will be provided to develop the professional capacities of rule of law officials to improve their ability to deliver effective and timely services that are equally responsive to the peculiar needs of vulnerable groups. Targeted training will be provided to improve investigative, prosecutorial, legal aid, adjudicative skills, forensic services and overall compliance with human rights, fair trial and gender equality standards. This will be accompanied by efforts to increase the number of professionally qualified women within the rule of law institutions, strengthen their capacity and ensure their retention and promotion<sup>13</sup> as a means of promoting a safe environment in which women and girls trust the institutions and feel comfortable to report crimes and seek justice, particularly for SGBV crimes.

Measures to promote a complementary and mutually reinforcing relationship between the formal and traditional courts remain a key priority. Support will be provided in the design and adoption of laws which define the jurisdiction of the traditional justice system, ensure fair trial procedures, systems of appeals, taking into account international human rights and gender equality standards, context-specific application with the end goal of ensuring fair justice outcomes for women, children and IDPs especially.

#### **Key activities:**

- 1.1. Support the preparation of a people driven permanent constitution
- 1.2. Support the Ad Hoc Judicial Review and Security Sector Reforms
- 1.3. Support to the reform of priority 10 laws;
- 1.4. Revamp sector wide coordination at the national and state level
- 1.5. Support data collection on people's justice needs and rule of law institutional capacity gaps;
- 1.6. Strengthen Strategic Planning and organisation development of core rule of law institutions
- 1.7. Increase functional and technical skills among rule of law institutions
- 1.8. Support infrastructure development, equip and retool courts, police, prisons and reformatory centres;
- 1.9. Support the development of a web based integrated case and data management systems;
- 1.10. Promote gender diversity in justice and law enforcement institutions

---

<sup>13</sup> UN Gender Equality Strategy: Outcome 1

## 1.11. Support rule of law institutions preparedness and response to, and recovery from COVID 19

### **Output 2: The most vulnerable people; particularly women, girls, SGBV survivors, IDPs and refugees have increased equal access to a fair and effective justice system**

The output seeks to remove the legal, financial, administrative and practical barriers that the local population face when accessing criminal and civil justice and in securing their legal rights and other unmet legal needs. To bridge the justice gap and ensure that the most vulnerable access services available to them in the communities, the program will expand its support to mobile courts including among displaced populations and host communities. Specialised units and services within the police, prosecutions and judiciary such as the GBV and Juvenile Court and Police SPUs will be scaled up to increase tailored services for these groups and offer alternative and less adversarial avenues to justice. Support will further be provided to ensure that remedies are appropriate and promote reconciliation, and that the users have a fair resolution to their problems through means that are rights based.

Women, children, survivors of SGBV, persons with disabilities, IDPs, refugees and returnees will be empowered to exercise their human rights and demand justice. This will be achieved through support to the establishment of legal aid schemes to provide legal aid in criminal, civil and family cases, as well as establish referral paths for beneficiary SGBV survivors to access medical, psychosocial support, trauma healing, and economic empowerment opportunities via UNDP established vocational programs in the same communities. Measures will be taken to design and implement awareness outreaches, simplify and translate laws into local languages to help the public understand and know where to seek a solution when a legal need arises. Attention will be paid to supporting campaigns on SGBV and child marriage to promote both prevention of occurrences and inform survivors of the services available to them.

Steps will be taken to promote the complementarity between the formal and traditional justice system. The program will thus train traditional and community leaders and CSOs on the justice remedies available to victims of crime and abuse, to act as trusted first points of contact in remote locations and have established formal lines of communication for aggrieved persons to be confident in engaging with the formal justice providers and understand the proper referral channels for assistance. Innovative efforts to strategically engage with customary justice systems will be developed by involving both male and female traditional leaders in addressing discriminatory customary norms and processes that may prevent vulnerable groups from using the justice system. Alternative dispute mechanisms will also be brought to scale as a means of reaching the groups who are at risk of being excluded from the justice system.

The above activities will be underpinned by efforts to develop a better understanding of gender issues across the entire sector. The program will redouble efforts to reduce discriminatory attitudes and behaviours, address structural vulnerabilities and constraints by strengthening responsiveness across the entire justice chain, in line with the 2030 Agenda and Security Council Resolution 2467 (2019).

#### **Key Activities:**

- 2.1 Deploy an increased number of mobile courts system across all states;
- 2.2 Support the GBV and Juvenile court to operate and function optimally
- 2.3 Support the MoJCA to develop a national legal aid scheme;
- 2.4 Support CSOs/paralegals to provide legal aid to vulnerable groups and establish referral paths;
- 2.5 Strengthen customary and alternative dispute resolution mechanisms;
- 2.6 Support public awareness programmes on the law, legal rights and redress mechanisms

2.7 Support research-based advocacy to change gendered attitudes and ensure legal empowerment of vulnerable groups

**Output 3: Community security especially in conflict-affected areas is people centred, prevents violence and promotes safety**

The output will support efforts to establish a proximate presence of the police to undertake effective crime prevention activities in local communities, and to diffuse them before they escalate. This will include measures to re-establish and strengthen security services where they do not exist or are not functioning fully. It will also support the expansion of the Police SPU to make well-trained persons available to a wider cross section of the vulnerable groups to receive and respond to GBV and other gender related concerns that remain prevalent at the local level. Public access to emergency response will be increased through the progressive extension of Emergency Call Centres to the eight States beginning with the communities in the Upper Nile, Unity State and Jonglei that are expected to receive returnees.

Through this component, support will be provided to build the capacity of police to reorient toward gender responsive community policing and to establish effective police-community relations necessary to enhance trust, and protection of populations, especially women. This will be matched by support to local stakeholders to exercise a preventive approach to security and increase public involvement on safety and security related matters using inclusive and participatory methods through which stakeholders can jointly identify both the causes of insecurity and solutions. Awareness raising on community security will also be carried out to reinforce upholding security as a shared duty of security providers and the public. Also, existing local community security platforms will be strengthened as community-based early warning systems that can prevent violence and loss of lives but also contribute to strengthening stability.

Additionally, the output will contribute to community violence reduction support and disarmament, demobilisation and reintegration (DDR) efforts by strengthening the relationship and coordination between DDR and security sector reforms (SSR) as part of the broader vision for national security. Steps will be taken to identify law enforcement support needed to assist in managing small arms and light weapons, rank harmonisation, support to the professionalisation of ex-combatants who opted to be integrated into the Police and Prison. Through joint collaborative efforts under UNDP's projects on livelihoods support, women and youth who are coming out of the armed groups will receive support for their protection and economic options. The UN Human Rights Due Diligence Policy will be implemented in all UNDP support to the non-UN security sector.

The program will further support new initiatives that seek to prevent youth crime and violence by promoting a culture of lawfulness through educational activities designed for schools and in communities. Using sports, debates and clubs to promote legal and human rights values, this output will educate the next generation to better understand and address problems that can undermine the rule of law and build important life skills, support healthy development that increase adaptive and positive behaviour among youth from marginalized and at-risk communities. The program will also support the prisons service to foster a holistic environment and have programs for the rehabilitation of inmates and juveniles to prevent recidivism and ensure their effective reintegration into the community.

**Key activities:**

- 2.1. Support entry points and paths for victims and witnesses to report crimes at community level
- 2.2. Establish and operationalize sustainable PCRCs and Neighbourhood Groups
- 2.3. Strengthen community policing approaches in line with democratic principles;
- 2.4. Support efforts to reduce recidivism especially by young and female offenders;

- 2.5. Support public awareness on crime prevention and community security;
- 2.6. Design and implement a model to reintegrate ex-combatants into community-oriented policing;
- 2.7. Scale up the ECC to 5 states to enable swift response to community emergencies;
- 2.8. Design a program on lawfulness for young people and pilot implementation.

**Output 4: The national human rights systems promote awareness, respect and provide redress**

The output aims to build the capacities of the SSHRC and CSOs to effectively promote and protect human rights by responding to emerging violations and monitoring the human rights situation regularly. In collaboration with OHCHR and under the framework of the Tripartite partnership to support of National Human Rights Institutions, the program will support the SSHRC to perform its functions optimally in line with the Paris Principles and work towards its accreditation by the Global Alliance of National Human Rights Institutions (GANHRI). Alongside this, institutional and technical capacities of human rights CSOs including those specialized in children and women's rights issues will be strengthened. Measures will be taken improve partnerships between the SSHRC and CSOs as a way of facilitating a country-wide referral network of human rights issues.

As part of strengthening South Sudan's engagement with international human rights machinery, this output will focus on supporting the Universal Periodic Process (UPR) through the MoJCA and Foreign Affairs. This will be achieved by improving the national mechanism for reporting, monitoring and follow up ensuring that it is integrated with national development planning, training of focal points in key ministries, departments and among CSOs on inclusive report preparation. This will be supplemented by support to NGOs to prepare their own shadow reports as well as organising UPR discussions with the UNCT and within UNDP to facilitate a UN-wide approach to providing assistance to the implementation of recommendations. In collaboration with UNMISS, UNDP will also work with the government through advocacy approaches to become state parties to outstanding human rights instruments.

Capacity development support will further aim to positively change standards and behaviour of rule of law administrative and operational personnel and boost public confidence in the justice and policing system. Based on international standards and norms, this output will focus on getting the judiciary, police, prosecutors, lawyers and forensic experts as well as informal and non-state actors such as the Bar Association, women's associations, community-based paralegal associations, alternative dispute resolution mechanisms and customary justice institutions to improve on their human rights behaviour and performance through training, application of human rights and gender equality standards. Particular attention will be given to improve the conditions in overcrowded prisons and jails, and the treatment of detainees and inmates.

The output will also support efforts to increase public knowledge on human rights using social media platforms, radio stations and workshops to ensure greater respect and tolerance for each other when diffusing the root causes of conflict and factors that lead to crime. The program will overlay part of this on the school feeding program run by the World Food Program (WFP) through a package of messages on human dignity, tolerance and mutual respect that will be provided to school clubs. In this regard, the program will use Parent Teachers committees as a link to the community level to ensure that what children learn at school is reinforced at the community level. This initiative will be piloted in schools based in Juba and will be replicated in other states after consolidating gains.

**Key activities:**

- 4.1 Promote the human rights-based approach to development
- 4.2 Strengthen the capacity of the South Sudan Human Rights Commission
- 4.3. Support national processes to prepare and follow up the UPR Report to the Human Rights Council



- 4.4. Increase the knowledge and awareness on human rights of justice actors;
- 4.5. Improve prisons conditions and inmate's knowledge of human rights;
- 4.6. Strengthen CSOs and human rights defenders' engagement in national human rights processes;
- 4.7. Increase public awareness on human rights using podcasts, radio, workshops

**Output 5: Transitional justice mechanisms effectively address the legacies of human rights violations and root causes of conflict**

As part of the support for the implementation of the R-ARCSS, this output will revive efforts aimed at establishing a participatory and inclusive transitional justice process in support of broader peacebuilding objectives. The program will support the MoJCA to develop a National Strategy on Transitional justice based on broad consultations and assessment of needs. The strategy will guide coordinated, prioritized and sequenced processes between criminal accountability before the Hybrid Court, truth and reconciliation through the CTHR and reparations from the CRA as well as with other reforms related to the security sector and DDR.

The MoJCA will be assisted to establish and operationalise the Hybrid Court, the CTHR and CRA, ensuring that they are nationally owned, adapt to the various community experiences and realistically address the expectations of affected communities. More specifically, the output will seek to ensure that these mechanisms are non-discriminatory, respond to all victims and society groups, and are substantially led by victims, civil society actors and local government through processes that are inclusive, equitable and able to break down societal divisions rather than deepen them. The program will ensure that victims are at the centre of these processes by enlisting their engagement and participation. Technical advice will be provided to ensure a minimum representation of women at 35 per cent in the Hybrid Court, CTHR and CRA and advance gender and rights based transformative approaches to address gender hierarchies, discrimination, and the full range of gendered harms.

Similarly, the program will support more outreach and public information to increase knowledge and awareness on the various processes and mechanisms of transitional justice to enhance citizens' knowledge and improve their participation. Support will be provided to establish Victim Support Networks/Groups that will prepare survivors of past abuses to engage and benefit. In encouraging coordinated assistance from the national and international actors who support different target groups and various geographical locations, UNDP will participate in the Transitional Justice Stakeholders Forum to share its knowledge and advice in this area based on its experience and global good practice.

The program will support the coexistence of transitional justice measures with DDR as both are part of the initiatives that contribute to achieving the long-term shared objectives of reconciliation and peace. Information gathered through the DDR processes will be considered for criminal prosecutions. Ex-combatants will be empowered to tell their own stories of victimization before the CTHR in ways that can help identify roots of violent conflict. Attention will be paid to promoting coordination between efforts to transform the security sector institutions associated with perpetration of human rights violations and DDR processes ensuring that they are mutually supportive. Emphasis will also be placed on increasing and supporting the participation of women associated with armed forces and groups who are potential participants in both DDR programmes and transitional justice processes.

**Key Activities:**

- 5.1. Provide technical support to national actors on transitional justice approaches and mechanisms;
- 5.2. Support the MoJCA to develop a national strategy for transitional justice;
- 5.3. Support the establishment and operationalisation of the CTHR, the Hybrid Court and the CRA;
- 5.4. Support Groups to empower victims to participate in the CTHR and access reparations;

- 5.6. Empower women, youth, survivors of SGBV and CRSV, displaced people and ex-combatants to engage in and participate in transitional justice processes
- 5.7. Support outreach and communication on transitional justice and truth and healing process to enlist broad participation

### **3.2 Resources Required to Achieve the Expected Results**

The total cost of the program is US\$38,919,057 Million. It is envisaged that the program will be funded through the combination of UNDP's Trac resources and Global Programme on Strengthening the Rule of Law and Human Rights for Sustaining Peace and Fostering Development, the UN Peace Building Fund as well as through donors interested in promoting the rule of law in South Sudan.

Most of the program funding will be allocated to capacity building, infrastructure development, procurement of goods and services for national partners, grants to CSOs to implement activities, management of knowledge, production of reports. Other items that will be funded include the staffing cost for the program, program management costs and the cost of support by UNDP.

The implementation of the program will require the combined support of a Chief Technical Advisor/Program Manager providing strategic guidance to the government counterparts, UN agencies and the UNDP leadership on matters of access to justice, human rights and security. S/he will have overall responsibility for managing the program, supported by a Program Coordination Specialist.

Dedicated United Nations Volunteers (UNVs) comprising eight Security Specialists, eight Rule of Law Specialists, one Human Rights/Transitional Justice Specialist deployed in Juba and at the state level will provide and coordinate technical support and implement the program among the respective government agencies, civil society and communities. Additional support will be given by a Juba based Monitoring and Evaluation Specialist on quality assurance, monitoring and evaluation to the program as well as an Engineer to provide infrastructural support for rule of law institutions.

The program will have one Gender Analyst to provide technical support in gender equality and women's empowerment and a Finance Specialist, both cost-shared and located in Juba. Two national administrative associates (SB2) will provide administrative, logistics and travel related support.

The program will be supported by relevant units within the Country Office, including from the Human Resources, Finance, Procurement, Common Services, Communications, Program Management and Support, Partnership Support, Information and Communication Technology. In addition, program implementation will be supported by UNDP Advisors and Specialists in the Global Policy Network.

### **3.3 Partnerships**

The program will establish partnerships with a broad range of national, sub-national, regional and international stakeholders to maximize the impact and scope of programming. Key actors include government institutions, CSOs, the UN and international organizations working in the justice sector.

The key national counterparts responsible for implementing the program from government institutions are the MoJCA, the Judiciary, the Ministry of Interior including the SSNPS and the NPSSS, the Law Review Commission, the Ministry of Gender, Child and Social Welfare the Local Government Board, the South Sudan Human Rights Commission. Further, the program will collaborate with Civil Society Organisations concerned with justice and human rights work, the South Sudan Bar Association and Traditional leaders.

International organizations and institutions working within the justice sector will be engaged throughout the planning and implementation phases of programming to ensure strategic, operational and geographic coordination, complementarity and cohesion of programming. The program will work in close coordination and collaborate with, and where possible, take part in the advisory boards of UN agencies, including UNMISS, UN Police, UN Women, UNICEF, UNHCR, WFP.

UNDP will maximize its long-standing UN system wide partnerships including the Global Focal Point for Rule of Law to facilitate increased coherence of rule of law assistance across the UN system by streamlining efforts and developing joint projects; the Tri-Partite Partnership between UNDP, OHCHR and the Global Alliance of National human Rights Institutions (GANHRIs) to jointly support the South Sudan human rights commission as a key mechanism for oversight and accountability; and through UNDP and UNHCR's Global Partnership on Rule of Law and Governance, provide integrated assistance to enable national and local partners to better fulfil their protection responsibilities and develop sustainable solutions for displaced populations and host communities.

Similarly, partnership will extend to international organizations and institutions working within the rule of law sector such as the AU, AfDB, Inter-Governmental Authority on Development (IGAD) and the EU. Their managers of relevant projects will also be invited as observers to the project board, and to undertake joint field trips where relevant to ensure coordination and synergy in project implementation.

### 3.4 Risks and Assumptions

The programme is accompanied by risk that could undermine its potential for transformative impact.

**Summary of major risks to the program and their impact and mitigating measures**

Risk description	Type of risk	Impact	Mitigation Measures
Changing political environment particularly disagreement amongst RTGoNU parties and escalation of armed violence at the national or in project locations.	Political	Impede program implementation further marginalize constituencies/ethnic confirmations.	Regular contextual analysis in program locations and establishment of relations with local authorities and state/non-state actors to sustain program implementation beyond any political changes. Collaborate with UNMISS Political Affairs Division and IGAD/AU/Troika interventions.
Capacity of national and local stakeholders and implementing partners and resistance to reform-oriented change.	Operational	Slowdown implementation and/or ownership of planned activities due to limited capacities of national and local counterparts	Provision of technical advisory support, and peer mentoring, that incentivize collaborative working relationships and skills exchange.
Funding of activities to completion; delay /withhold/withdrawal of funds.	Financial	Impedes program implementation. Decreases credibility of UNDP among Donors and Government counterparts.	Regular communication with donors, strengthen partnership, avoid duplication of activities.
The COVID 19 Pandemic	Health	Disruption and slow down in the implementation of project activities and justice delivery	Staff telecommute and meetings being conducted on zoom. Adjust project implementation to respond to COVID19 pandemic with broader rule of law project outputs.

The program is premised on the assumption that there is a demand from the South Sudanese to access fair independent, effective and accountable rule of law institutions and that the call for support in assisting vulnerable groups particularly to access justice and policing services will continue. It also presumes that the government and other justice and security stakeholders will engage in the reform processes and that the necessary civic space will be available for civil society and cultural leaders to advocate for and engage in them.

### **3.5 Stakeholder Engagement**

Key target beneficiaries of the program are identified based on Human Rights Based Approach principles and with prescribed criteria that the program will establish and adhere to as recommended by the Project Evaluation. Designed to increase the availability, affordability, adaptability and acceptability of justice services and reduce impunity in South Sudan, the program outputs shall target both duty bearers (represented mainly by rule of law institutions) and rights holders (represented by the general population with a focus on vulnerable groups, such as IDPs, women, and victims of SGBV). The major dynamics of the relationship between rights holders and duty bearers is the lack of trust and low satisfaction of rights holders in the justice and policing services provided by duty bearers, who lack the capacity to deliver quality services, conduct dialogue with rights holders, and enforce accountability.

#### *Duty bearers*

Buy in and commitment from the Judiciary and key government counterparts to this program, such as Ministry of Interior (SSNPS and NPSSS); MoJCA; Ministry of Gender, Child and Social Welfare; Local Government Board; Commission for Truth, Reconciliation and Healing (CTRH); and the Law Review Commission is necessary from the planning stages to ensure the maximum effectiveness of programming. Their commitment to the program goals will be ensured through:

- Support to the strategic aspirations of the institutions by aligning deliverables with key instruments such as the R-ARCSS, the Transitional Constitution of South Sudan, institutional Strategic Plans, national legislation and frameworks on Women Peace and Security, and for CRSV;
- Support to institutions to improve service delivery, transparency and accountability;
- Focus on developing their capacities in establishing innovative solutions for delivery of justice and security, gathering citizen feedback and improving communication policy.
- Special focus will be applied to building the capacity of oversight and monitoring bodies such as the SSHRC to ensure accountability between duty bearers and rights holders.

#### *Rights holders*

The program is expected to make a positive impact on the lives of the general population of South Sudan, by targeting the vulnerable groups mentioned above in eight selected conflict-prone areas. The major incentives for the participation of rights holders in this program include the fulfilment of their aspirations to receive better justice and policing services, improved protection and exercise of their rights, their engagement in policy and decision making, and the opportunities for training, education and support that the program will provide.

The program will also work with CSOs concerned with human rights, the Bar Association, members of dialogue platforms, mediation networks, women's networks, and professional fora. In particular, the support will position CSOs and networks as a vehicle for right holders to realise their rights through the establishment of victims' groups and the facilitation of legal aid. The program will work closely with CSO partners to build a relationship of trust cooperation that can expand its programmatic and geographic scope beyond the borders available to UNDP alone.

### 3.6 South-South and Triangular Cooperation (SSC/TrC)

In line with UN guidelines, the program will use South-South and Triangular Cooperation to enhance the capacity of rule of law institutions through exchanges of knowledge, skills, resources and technical know-how. These exchanges will be achieved through regional and inter-regional collective actions, including partnerships involving Governments, regional organizations, civil society, academia and the private sector, for mutual learning within and across regions. Through triangular cooperation, the program will benefit from the financial and technical support, experience and technical know-how of multilateral and bilateral partners. The increased capacity to tackle development challenges, strengthened partnerships and enhanced regional integration will benefit the rule of law sector and the people of South Sudan.

### 3.7 Knowledge

UNDP will exercise due diligence and share experiences from its global policy network among the program beneficiaries to strengthen the quality of design and implementation strategies. UNDP will also leverage on its south-south cooperation to facilitate experience sharing especially in the regional. Additionally, the program will produce knowledge products on lessons learned, results of assessments and surveys; and create visibility for such knowledge.

### 3.8 Sustainability and Scaling Up

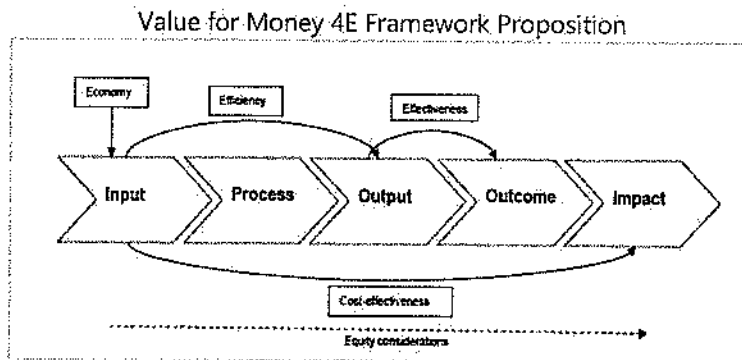
The program will achieve sustainability and scale up its support as follows:

- (a) Ensure national ownership of the program and activities to secure the political will and commitment of national authorities to gradually take on the initiatives both administratively and financially. The program is aligned in the National Development Strategy and will be implemented through existing rule of law institutions and CSOs which will remain in place after its ended. It does not create new and parallel structures, which would be unsustainable in the long run. All program related committees or task forces will be anchored within existing institutions. As the program begins to achieve initial results, it is hoped that the rule of law institutions will be incentivised to pursue and implement these reforms.
- (b) Enlist the commitment of the leaderships of rule of law institutions on the strategies which are based on the program's theory of change to deploy and a need for continued capacity development opportunities to increase the likelihood of success for program initiatives. Strengthening of relevant institutions' systems and procedures, colocation of staff to coach, mentor and transfer skills and knowledge to rule of law personnel and provide technical and policy advisory support will further reinforce sustainability at institutional levels.
- (c) South Sudanese people are expected to witness tangible improvements in the performance of justice and security institutions. The initial improvements in the rule of law environment of South Sudan made by the program, however incremental, will create a snowball effect lasting beyond the program within communities where the public will have confidence in, demand and expect rule of law institutions to be responsive regularly. This will give momentum to society-wide efforts to aggregate pressure on the institutions to deliver services.
- (d) The program team with the country office partnerships and resource mobilization unit will work to diversify financing for the program beyond the Netherlands, Japan, Germany, Norway, and Bureau of International Narcotics and Law Enforcement Affairs from whom financial support was received for the last project. Targeted potential donors include AfDB, Peacebuilding Fund, Sweden, and Belgium. The program team will also follow up government own financing for this field as the emphasis placed by the R-ARCSS on legislative and institutional reforms creates an opportunity for the rule of law institutions to demand more budget that can sustain the program's initiatives.



#### 4. PROJECT MANAGEMENT

**Cost Efficiency and Effectiveness:** The program will maximize efficiency and effectiveness of UNDP's support for intended beneficiaries and on delivering value for money for donors and taxpayers. As such, the program will ensure value for money through tracking performance against a range of value for money indicators that span both the length of the results chain (from inputs, activity, output, outcome, impact) and the complete program timeframe. Value for money is a requirement under the UNDP Program and Operation Policies and Procedures. The program will adopt the 4Es approach to address the below cost drivers, UNDP and donor requirements as demonstrated below.



The program cannot positively affect the broader security environment alone; however, UNDP will work closely with UNMISS and other UN agencies on cost-sharing arrangements to utilize their operational and security assets and significantly reduce the cost of maintaining field presence in a highly insecure environment. In areas that remain prohibitively expensive or too insecure to operate, UNDP will work through local partners to implement project activities relevant to such areas, thereby reducing on the capital expenditure required to establish secure field sites.

**Using evidence-based decision making:** As recommended in the 2019 evaluation of the Access to Justice and Rule of Law Project (2018-2020) UNDP will use evidence to make its capacity-building approach responsive to the country context. To this end, the program will support efforts to produce credible data and analysis through assessments and public surveys and rely on the information from other processes such as Conflict and Development Analysis, SCORE and assessments carried out by other partners. This data/information will be used to optimize planning processes of and improve results and increase government capacity for evidence-based planning and decision making.

**Collaboration with other UN agencies:** UNDP will maximize its UN system wide partnerships to achieve impact. UNDP will also closely work with UN Women, UNICEF, UNHCR, WFP, OHCHR UNMISS on cost-sharing arrangements to use their operational and security assets and avoid establishing parallel field operations. This will significantly reduce the capital expenditure required to establish secure field sites and cost of maintaining field presence in a highly insecure environment.

#### **Project Management**

The project will be implemented at national, state, county, *payam* and *boma* levels with a special focus to conflict-affected eight states (Central Equatoria, Jonglei, Eastern Equatoria, Western Equatoria, Western Bahr el Ghazal, Northern Bahr el Ghazal, Unity and Upper Nile State). While UNDP directly implements projects at national and state levels, partner CSOs will implement program activities at *payam* and *boma* level in locations UN staff are unable to access for security reasons or areas that are prohibitively expensive. The project will adopt a mix of area-based, sector-based and target group-based implementation approaches.

The program will be vertically and horizontally integrated to maximize impact. Outside Juba, UNDP has state presence without project offices. Given the cost of Minimum Operation Security Standard (MOSS), the project does not envisage establishing projects offices at state levels.

As outlined in the value for money section, collaboration and partnership with relevant UNMISS divisions and sections will be actively sought. In addition, the program staff will actively participate and take advantage of access to justice and rule of law coordination forums and program spaces. Further, program reports will be shared with the management of relevant projects to ensure that they are kept up to date with the progress and challenges. The program management of related projects will also be invited as observers to the project board, as well as undertake joint field trips to the states where possible to ensure coordination and synergy in project implementation.

Program accounts will follow standard UNDP Procedures. For funds that will be transferred to implementing partners through Letters of Agreements, Project Cooperation Agreement and Micro Capital Grant Agreements, auditing will follow the normal procedures required of those IP and grantee organizations. As described above, the project is cost conscious at all levels of project management cycle. To this end, the project actively seeks opportunities for cost-sharing through collaboration and partnering with UNDP.

## 5. RESULTS FRAMEWORK<sup>14</sup>

Intended Outcome as stated in the UNCF (2019-2021) Programme Results and Resource Framework:

UNCF Outcome 1: Strengthened peace infrastructures and accountable governance at the national, state and local levels

Indicator 1.1. Percentage of individual respondents with confidence in peace and security disaggregated by gender.

Baseline: 47.4% (46.6% male and 48.7% female)

Target: 60% (58% male and 62% female)

Data Source: Perception survey (SCORE)

Indicator 1.2. Number of agreed governance and security reforms implemented.

Baseline: Governance: 3 and Security: 0

Target: Governance: 15 and Security: 3

Data Source: National institutions report.

UNDP Strategic Plan Outcome 3: Strengthen resilience to shocks and crises.

CPD outcome 1: Strengthened peace infrastructures and accountable governance at the national, state and local levels.

Output 1.2. Institutional capacities and customary mechanisms at all levels strengthened to monitor, promote and protect citizen's rights and increase access to justice, especially for vulnerable groups and SGBV survivors.

Indicator 1.2.1. Number of GBV cases reported to authorities receiving judgment in the formal justice system.

Baseline: 1,324 (58% women) Target: 4,000 (50% women)

Data source: Rule of law institutions reports

Indicator 1.2.2. Number of police and community relationship committees established and operational at community level.

Baseline: 5 Target: 10

Data source: Project reports, independent evaluation

Indicator 1.2.3. Number of indigent persons provided with legal aid services, disaggregated by sex.

Baseline: 220 (68 females, 152 males) Target: 5,000 (1,500 females, 3,500 males)

Data source: Ministry of justice reports, project reports

Indicator 1.2.4. Number of SGBV survivors benefitting from victim redress mechanisms, including on transitional justice.

Baseline: 125 (50 females, 75 males) Target: 2,000 (800 females, 1,200 males)

Data source: Project reports, institutional reports

Project title and Atlas Project Number: Support to Access to Justice, Security and Human Rights Strengthening Program in South Sudan. Project Number: 00127551

EXPECTED OUTPUTS	ACTIVITIES	OUTPUT INDICATORS	DISAGGREGATION	DATA SOURCE	BASELINE Value	TARGETS (by frequency of data collection)				DATA COLLECTION METHODS	MITIGATION MEASURES	ASSUMPTIONS	
						Year	Year 1	Year 2	Year 3				Final

<sup>14</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project



Output 1: Justice and security institutions coordinate and deliver accountable, effective and equitable services including gender responsiveness	1.1. Supporting the preparation of a people driven permanent constitution.	1.1. Number of supportive actions taken to ensure an inclusive process to develop a permanent constitution.	N/A	Media reports, CSO reports, project reports.	0	2019	6 supportive actions taken	12 supportive actions taken	12 supportive actions taken	30 supportive actions taken	Review of media reports, CSO reports and project reports	1. Regular contextual analysis in program locations and establishments of relations with local authorities and state/non-state actors to sustain program implementation beyond any political changes. Collaborate with UNMISS, Political Affairs Division and IGAD/AU/Troika interventions.	1. The program is premised on the assumption that there is a demand from the South Sudanese to access fair independent, effective and accountable rule of law institutions and that the call for support in assisting vulnerable groups particularly to access justice and policing services will continue.
	1.2. Supporting the Ad Hoc Judicial Review and Security Sector Reforms. 1.6. Strengthening institutional Strategic Planning and organization development.	1.2. Number of supportive actions taken in support of justice sector reforms	N/A	Media reports, CSO reports, project reports.	No justice and security reforms	2019	6 supportive actions taken	12 supportive actions taken	12 supportive actions taken	30 supportive actions taken	Review of media reports, CSO reports and project reports	2. Provision of technical advisory support, and peer mentoring, that incentivize collaborative working relationships and skills exchange. 3. Regular communication with donors, strengthen partnership, avoid duplication of activities.	
	1.5. Supporting data collection on people's justice needs and rule of law institutional capacity gaps. 1.8. Supporting infrastructure development, equip and retrofit courts, police and prisons buildings and reformatory centres.	1.3. Number of supportive actions taken in support of security sector reforms	N/A	Media reports, CSO reports, project reports.	No justice and security reforms	2019	6 supportive actions taken	12 supportive actions taken	12 supportive actions taken	30 supportive actions taken	Review of media reports, CSO reports and project reports		

1.4. Revamping sector wide coordination at the national and state level rule of law forums.	1.4. Number of rule of law forums held.	N/A	Project reports, rule of law meetings	189	2019	48	96	96	429	Review of project reports, RoL meeting minutes
	1.7. Increasing the functional and technical skills among rule of law institutions.									
1.3. Supporting the reform of priority laws.	1.5. Number of laws reviewed in line with the R-ARCSS and international human rights standards	N/A	Minutes of legislative review sessions, Project reports	11	2019	5	5	5	26	Review of minutes of legislative review sessions, Project reports.
	1.6. Number of cases tracked through the case management system disaggregated by type and stage of processing		CMS manual, MOJICA, JoSS, SSNPS, NPSSS case files	2,597 cases	2019	20,000	20,000	20,000	62,597	Review to CMS manual, MOJICA, JoSS, SSNPS, NPSSS case files
1.10. Promoting gender diversity in justice and law enforcement institutions.	1.7. Number of female police officers recruited and trained		Project reports, reports from SSNPS	4200	2019	2000	1,800	2000	10,000	Review of project reports and SSNPS reports
	1.11. Supporting rule of law institutions preparedness and response	N/A	Project reports	5,141	2,020	6,000	6,000	6,000	23,141	Review of project reports
	1.8. Number of the justice workforce protected from job-related C-19 risks to infection									

23

CA



Output 2: The most vulnerable people; particularly women, girls, SGBV survivors, IDPs and returnees have increased equal access to a fair and effective justice system	to, and recovery from COVID19.	1.9. Number of persons in prison and police detention benefitting from early release	Total	Project reports	1418	2020	700	700	700	3,518	Review of project reports.	
			Female	Project reports	151	2020	75	75	75	376	Review of project reports	
	2.4. Support CSOs/paralegals to provide legal aid to vulnerable groups and establish referral paths.	2.1. Number of vulnerable persons who benefitted from legal aid disaggregated by gender and type of case	Total	CSO reports, project reports	11893	2019	2000	2000	2000	17,893	Reviewing reports from CSO and project reports	
	2.3. Support the MoJCA to develop a national legal aid scheme.		Female	CSO reports, project reports	5,700	2019	600	600	600	7,500		
	2.2. Supporting the GBV and Juvenile court to operate and function optimally.	2.2. Number of GBV and juveniles who have gained access to the GBV and Juvenile courts disaggregated by gender	Total	GBV court reports	0	2019	451	600	600	12,451	Reviewing reports from CSO and project reports	
			Female		0	2019	0.8	0.6	0.6	80%		
	2.6. Support public awareness programmes on the law, legal rights and redress mechanisms.	2.3. Number of people reached through awareness raising programmes on law, legal rights and redress mechanisms	Total	Project report, CSO reports	1000000	2019	1000000	2000000	2,000,000	6,000,000	Reviewing reports from CSO and project reports	

Output 3: Community security especially in conflict-affected areas is people centered, prevents violence and promotes safety	2.7. Support research-based advocacy to change gendered attitudes and ensure legal empowerment of vulnerable groups.	Female	0.51	0.51	0.51	51%	51%	51%	Review of mobile court reports, project reports	Review of project reports	Review of project and CSO reports									
												2.1. Deploy an increased number of mobile courts system across all states.	75%	2019	75%	200	75%	1065	75%	Review of mobile court reports, project reports
												2.4. Percentage of reduction in case backlogs in targeted locations	75%	2019	75%	200	75%	1065	75%	Review of mobile court reports, project reports
												2.5. Strengthen customary dispute resolution.	465	2019	200	200	200	1065	200	Review of project reports
												Total	465	2019	200	200	200	1065	200	Review of project reports
												female	91	2019	60	60	60	271	60	Review of project reports
												3.1. Support entry points and paths for victims and witnesses to report crimes at community level.	Project report, CSO reports	0	2020	3	4	3	3	Review of project reports
												3.2. Establish and operationalize sustainable PCRCs and Neighbourhood Groups	Project report, CSO reports	117	2019	48	96	357	96	Review of project and CSO reports
												3.3. Strengthen community policing approaches in line with democratic principles	Project report, CSO reports	117	2019	48	96	357	96	Review of project and CSO reports





Output 5: Transitional justice mechanisms effectively address the legacies of human rights violations and root causes of conflict	5.6. Support outreach and communication on transitional justice and truth and healing process to enlist broad participation. 5.1. Provide technical support to national actors on transitional justice approaches and mechanisms.	5.1. Number of people reached during outreaches and media campaigns on Transitional Justice	Total	Project reports, media reports	52,172	2019	200,000	3,000,000	3000000	6,252,172	Review of project reports and CSO reports		
												Female	51%
	5.2. Support the MoJCA to develop a national strategy for transitional justice												
	5.3. Support the establishment and operationalization of the CTHR, the Hybrid Court and the CRA	5.2. Number of supportive actions taken to establish and operations, CTHR, HC, CRA	N/A	Project reports, media reports	3	2019	2	6	6	17	Review of project reports and media reports		
	5.4. Supporting Groups to empower victims to participate in the CTHR and access reparations	5.3. Number of victim support groups established.	N/A	Project reports, media reports	10	2019	2	2	2	16	Review of project reports and CSO reports.		

28/6

CP

	<p>5.5. Empower women, youth, survivors of SGBV and CRSV, displaced people and ex-combatants to engage in and participate in transitional justice processes.</p>												
--	--	--	--	--	--	--	--	--	--	--	--	--	--



## 6. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: [

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the program in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by program management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the program.	At least annually	Relevant lessons are captured by the program team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the program will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the program.	Annually	Areas of strength and weakness will be reviewed by program management and used to inform decisions to improve program performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the program board and used to make course corrections.
Program Report	A progress report will be presented to the Program Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual program quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period	Annually, and at the end of the program (final report)	

<b>Program Review (Program Board)</b>	The program board will hold regular reviews to assess the performance of the program and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the program. In the program's final year, the Program Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.		Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.
---------------------------------------	---	--	--

**Evaluation Plan**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation			UNDF Outcome 1: "Strengthened peace infrastructures and accountable governance at the national, state and local levels." UNDP CPD (2019-2021) Output 1.2: Institutional capacities and customary mechanisms at all levels strengthened to monitor, promote and protect citizen's rights and increase access to justice, especially for vulnerable groups and SGBV survivors.	October 2021		US\$35,000
Final Evaluation				February 2023		US\$50,000

146  
PK

CAI



## 7. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	SUB ACTIVITIES	Budget Description	Planned Budget by Year			PLANNED BUDGET	
				Y1	Y2	Y3	Funding Source	Amount
<b>Output 1: Justice and security institutions coordinate and deliver accountable, effective and equitable services including gender responsiveness</b>	1.1. Support the preparation of a people driven permanent constitution	1.1.1 Provide technical support	71200 - International Consultant	50,000	70,000	30,000	Funding Gap	150,000
			71300 - Local Consultant	25,000	35,000	15,000	Funding Gap	75,000
			61300 - Salary & Post Adj Cst-IP Staff	0	0	0	Funding Gap	-
		1.1.2 Support an inclusive process to develop a constitution making roadmap	75700 - Training, Workshops and Confer	150,000	-	-	Funding Gap	150,000
			71400 - Contractual Services - Individ	154,155	154,555	154,555	Funding Gap	463,265
	1.1.3. Support to drafting of the constitution using inclusive and participatory processes	74200 - Audio Visual&Print Prod Costs	50,000	-	-	Funding Gap	50,000	
		71600 - Travel	100,000	-	-	Funding Gap	100,000	
		71200 - International Consultant	150,000	150,000	50,000	Funding Gap	350,000	
		75700 - Training, Workshops and Confer	150,000	75,000	25,000	Funding Gap	250,000	
		74200 - Audio Visual&Print Prod Costs	20,000	20,000	25,000	Funding Gap	65,000	
	1.1.4. Print copies of promulgated Constitution	71600 - Travel	40,000	40,000	40,000	Funding Gap	120,000	
		74200 - Audio Visual&Print Prod Costs	-	-	40,000	Funding Gap	40,000	
		72100 - Contractual Services- Companies	-	-	15,000	Funding Gap	15,000	
		71300 - Local Consultant	-	-	50,000	Funding Gap	50,000	
		74200 - Audio Visual&Print Prod Costs	-	-	50,000	Funding Gap	50,000	
1.1.5 Simplify, translate into local languages and print	71200 - International Consultant	30,000	60,000	60,000	Funding Gap	150,000		
	71300 - Local Consultant	10,000	20,000	20,000	Funding Gap	50,000		
	61300 - Salary & Post Adj Cst-IP Staff	35,868	35,868	-	Global Program	71,736		
	71200 - International Consultant	20,000	100,000	150,000	Funding Gap	270,000		
	71300 - Local Consultant	10,000	70,000	100,000	Funding Gap	180,000		
1.2. Support the justice and security sector reforms in the R-ARCSS	1.2.1 Provide technical support to Ad Hoc Judicial Review	72100 - Contractual Services- Companies	80,000	80,000	120,000	Funding Gap	200,000	
		75700 - Training, Workshops and Confer	20,000	75,000	150,000	Funding Gap	245,000	
	1.2.2 Support the design and implementation of justice sector reforms	74200 - Audio Visual&Print Prod Costs	5,000	40,000	60,000	Funding Gap	105,000	
		71600 - Travel	10,000	60,000	80,000	Funding Gap	150,000	
		71200 - International Consultant	60,000	100,000	150,000	Funding Gap	310,000	
	71300 - Local Consultant	27,500	70,000	100,000	Funding Gap	197,500		





1.7. Strengthen Institutional Strategic Planning	1.7.1 Support the development of JoSS, NPSSS, MoJCA Strategic Plan	71200 - International Consultant	20,000	40,000	-	Funding Gap	60,000
		74200 - Audio Visual&Print Prod Costs	10,000	10,000	10,000	Funding Gap	30,000
		61300 - Salary & Post-Adj. Cst-IP Staff	35,868	35,868	35,868	Funding Gap	107,604
		71500 - UN Volunteers	33,894	33,894	33,894	Funding Gap	101,682
		71200 - International Consultant	30,000	30,000	30,000	Funding Gap	90,000
		71400 - Contractual Services - Individ	15,000			PBF-JJ	15,000
		71300 - Local Consultant	10,500			Global Program	10,500
		75700 - Training, Workshops and Confer	-			Global Program	-
		74200 - Audio Visual&Print Prod Costs	22,000			Global Program	22,000
		71500 - UN Volunteers	33,894	33,894	33,894	Funding Gap	101,682
1.8. Strengthen institutional systems, procedures and action plans	1.8.1 Develop select standard operating procedures - SOPs (i.e. juvenile justice)	72100 - Contractual Services- Companies	25,000	75,000	150,000	Funding Gap	250,000
		72800 - Information Technology Equipmt	-		20,000	Funding Gap	20,000
		72200 - Equipment and Furniture	5,000	10,000	20,000	Funding Gap	35,000
		71500 - UN Volunteers	36,150	36,150	36,150	Funding Gap	108,450
		72800 - Information Technology Equipmt	25,000	25,000	25,000	Funding Gap	75,000
		75700 - Training, Workshops and Confer	15,000	15,000	15,000	Funding Gap	45,000
		74200 - Audio Visual&Print Prod Costs	5,000	5,000	5,000	Funding Gap	15,000
		71600 - Travel	7,000	7,000	7,000	Funding Gap	21,000
		71300 - Local Consultant	30,000	-	10,000	Funding Gap	40,000
		71200 - International Consultant	30,000	-	-	Funding Gap	30,000
1.9. Improve traditional court infrastructure, equip and reticel	1.9.2. Renovate 10 traditional court facilities in most remote locations	75700 - Training, Workshops and Confer	-	50,000	-	Funding Gap	50,000
		71600 - Travel	10,000	20,000	-	Funding Gap	30,000
		71300 - Local Consultant	-	20,000	-	Funding Gap	20,000
		71200 - International Consultant	-	30,000	-	Funding Gap	30,000
		75700 - Training, Workshops and Confer	-	30,000	-	Funding Gap	30,000
		74200 - Audio Visual&Print Prod Costs	-	30,000	-	Funding Gap	30,000
		71500 - UN Volunteers	-	5,000	-	Funding Gap	5,000
		61300 - Salary & Post Adj. Cst-IP Staff	33,894	33,894	33,894	Funding Gap	101,682
		71500 - UN Volunteers	8,045	8,045	8,045	Funding Gap	24,135
		1.10. Support development of a web based integrated criminal justice case management system	1.10.1 Provide technical support	72800 - Information Technology Equipmt	25,000	25,000	25,000
1.11. Promote gender diversity in justice and law enforcement institutions	1.11.1 Identify gender barriers and establish gender parity in justice institutions	75700 - Training, Workshops and Confer	-	50,000	-	Funding Gap	50,000
		71600 - Travel	10,000	20,000	-	Funding Gap	30,000
		71300 - Local Consultant	-	20,000	-	Funding Gap	20,000
		71200 - International Consultant	-	30,000	-	Funding Gap	30,000
		75700 - Training, Workshops and Confer	-	30,000	-	Funding Gap	30,000
		74200 - Audio Visual&Print Prod Costs	-	30,000	-	Funding Gap	30,000
		71500 - UN Volunteers	-	5,000	-	Funding Gap	5,000
		61300 - Salary & Post Adj. Cst-IP Staff	33,894	33,894	33,894	Funding Gap	101,682
		71500 - UN Volunteers	8,045	8,045	8,045	Funding Gap	24,135
		1.11.2 Develop a gender parity strategy for justice institutions	1.11.3 Implement strategy	72800 - Information Technology Equipmt	25,000	25,000	25,000



UJ  
20

2.1.1 Provide technical support to the Judiciary and MoJCA on the mobile court system	61300 - Salary & Post Adj Cst-IP Staff	35,868	35,868		Global Program	71,736
	71500 - UN Volunteers	36,150	36,150	36,150	Funding Gap	108,450
	71200 - International Consultant	60,000	-	-	Funding Gap	60,000
	75700 - Training, Workshops and Confer	60,000	-	-	Funding Gap	60,000
	71600 - Travel	15,000	-	-	Funding Gap	15,000
	74200 - Audio Visual&Print Prod Costs	5,000	-	-	Funding Gap	5,000
	71600 - Travel	80,000	150,000	180,000	Funding Gap	410,000
	71600 - Travel	20,000	-	-	TRAC I	20,000
	71600 - Travel	50,000	10,000	-	JapanSB FY 2019	60,000
	75700 - Training, Workshops and Confer	10,000	-	-	TRAC I	10,000
	72600 - Grants	30,000	90,000	120,000	Funding Gap	240,000
	72500 - Supplies	10,000	35,000	40,000	Funding Gap	85,000
	74200 - Audio Visual&Print Prod Costs	16,000	20,000	25,000	Funding Gap	61,000
	71500 - UN Volunteers	36,150	36,150	36,150	Funding Gap	108,450
	2.1.2 Evaluate the mobile court system	61300 - Salary & Post Adj Cst-IP Staff	30,000	30,000	30,000	Funding Gap
75700 - Training, Workshops and Confer		10,000	10,000	10,000	Funding Gap	30,000
74200 - Audio Visual&Print Prod Costs		5,000	5,000	5,000	Funding Gap	15,000
72800 - Information Technology Equipmt		-	5,000	10,000	Funding Gap	15,000
72200 - Equipment and Furniture		30,000	-	-	PBF JJ	30,000
72100 - Contractual Services- Companies		-	50,000	-	Funding Gap	50,000
74200 - Audio Visual&Print Prod Costs		5,000	5,000	5,000	Funding Gap	15,000
72800 - Information Technology Equipmt		-	5,000	5,000	Funding Gap	10,000
72800 - Information Technology Equipmt		15,000	-	-	PBF G	15,000
72200 - Equipment and Furniture		-	-	5,000	Funding Gap	5,000
2.2. Support the GBV and Juvenile court to operate	72200 - Equipment and Furniture	10,390	-	-	PBF G	10,390
	71500 - UN Volunteers	10,000	10,000	10,000	Funding Gap	30,000
		-10,000	-	-		

Output 2: The most vulnerable people, particularly women, girls, and SGBV survivors, IDPs and returnees have increased equal access to a fair and effective justice system

GA

2.3.1 Provide technical support on legal aid law	61300 - Salary & Post Adj Cst-IP Staff	35,868	35,868	35,868	35,868	Funding Gap	107,604
	71400 - Contractual Services - Individ	5,000	5,000	5,000	5,000	Funding Gap	15,000
2.3.2 Support developing policy / strategy on legal aid	74200 - Audio Visual&Print Prod Costs	-	10,000	10,000	-	Funding Gap	10,000
	71400 - Contractual Services - Individ Confer	-	30,000	30,000	-	Funding Gap	30,000
2.3.3 Provide material support to MoJ legal aid unit	75700 - Training, Workshops and Confer	-	40,000	40,000	-	Funding Gap	40,000
	74200 - Audio Visual&Print Prod Costs	-	5,000	5,000	-	Funding Gap	5,000
2.3.5 Support CSOs to provide legal aid, referral path, and psychosocial support	71500 - Travel	-	15,000	15,000	-	Funding Gap	15,000
	74200 - Audio Visual&Print Prod Costs	3,000	3,000	3,000	3,000	Funding Gap	9,000
2.3.6 Develop paralegal training manual (CSOs and Police) and train	72800 - Information Technology Equipmt	-	30,000	30,000	-	Funding Gap	40,000
	72200 - Equipment and Furniture	-	20,000	20,000	-	Funding Gap	25,000
2.4.1 Provide technical support on harmonization of customary and formal justice system	72600 - Grants	30,000	30,000	30,000	-	PBF JJ	30,000
	72600 - Grants	50,000	20,000	20,000	20,000	JapanSB FY 2019	70,000
2.4.2 Develop a training manual and train traditional leaders on human rights and gender equality	72600 - Grants	200,000	-	-	-	PBF G	200,000
	74200 - Audio Visual&Print Prod Costs	3,000	6,000	6,000	9,000	Funding Gap	18,000
2.4.3 Provide technical support to local government board on supervision of traditional courts	75700 - Training, Workshops and Confer	60,000	-	-	-	PBF G	60,000
	71200 - International Consultant	-	40,000	40,000	-	Funding Gap	40,000
2.4.4 Strengthen customary dispute resolution	74200 - Audio Visual&Print Prod Costs	-	5,000	5,000	10,000	Funding Gap	15,000
	71500 - UN Volunteers	5,000	5,000	5,000	5,000	Funding Gap	15,000
2.4.5 Provide technical support to local government board on supervision of traditional courts	61300 - Salary & Post Adj Cst-IP Staff	10,000	10,000	10,000	10,000	Funding Gap	30,000
	71400 - Contractual Services - Individ Confer	20,000	20,000	20,000	20,000	Funding Gap	60,000
2.4.6 Provide technical support to local government board on supervision of traditional courts	75700 - Training, Workshops and Confer	30,000	10,000	10,000	-	JapanSB FY 2019	40,000
	75700 - Training, Workshops and Confer	25,000	-	-	-	PBF JJ	25,000
2.4.7 Provide technical support to local government board on supervision of traditional courts	74200 - Audio Visual&Print Prod Costs	-	5,000	5,000	-	Funding Gap	5,000
	71400 - Contractual Services - Individ	-	30,000	30,000	-	Funding Gap	30,000
2.4.8 Provide technical support to local government board on supervision of traditional courts	71500 - UN Volunteers	54,230	54,230	54,230	54,230	Funding Gap	162,690
	61300 - Salary & Post Adj Cst-IP Staff	-	-	-	-	Funding Gap	-
2.4.9 Provide technical support to local government board on supervision of traditional courts	71400 - Contractual Services - Individ	25,000	25,000	25,000	25,000	Funding Gap	75,000
	71300 - Local Consultant	-	25,000	25,000	15,000	Funding Gap	40,000

ON



2.5. Support public awareness programmes on the law, legal rights and redress mechanisms	2.4.4 Develop tailored IEC materials for traditional courts	74200 - Audio Visual&Print Prod Costs	5,000	5,000	5,000	5,000	Funding Gap	15,000	
	2.5.1 Develop IEC materials rights on key legal rights for vulnerable groups	71300 - Local Consultant 74200 - Audio Visual&Print Prod Costs	-	10,000	-	10,000	Funding Gap	10,000	
2.6 Support research based advocacy to change gendered attitudes and ensure legal empowerment of vulnerable groups	2.5.2. Support awareness raising on various legal rights and redress options	72600 - Grants 72600 - Grants	-	60,000	60,000	60,000	Funding Gap	20,000	
	2.6.1 Conduct various researches: (i) barriers to women's legal empowerment (ii) crimes by and against children (iii) Housing land and property rights	75700 - Training, Workshops and Confer	35,000	0	0	0	PBF G	35,000	
		0	20,000	20,000	30,000	30,000	Funding Gap	70,000	
	2.6.2 Support campaigns based on research conducted	71500 - UN Volunteers	8,045	8,045	8,045	8,045	Funding Gap	24,135	
		71200 - International Consultant	36,150	36,150	36,150	36,150	Funding Gap	108,450	
		75700 - Training, Workshops and Confer	50,000	100,000	100,000	100,000	Funding Gap	250,000	
	General Management Support (8%)	72600 - Grants	30,000	30,000	30,000	30,000	Funding Gap	90,000	
		74200 - Audio Visual&Print Prod Costs	-	10,000	10,000	10,000	Funding Gap	20,000	
		72600 - Grants	-	20,000	20,000	40,000	Funding Gap	60,000	
		72100 - Contractual Services-Companies	-	30,000	30,000	50,000	Funding Gap	80,000	
74200 - Audio Visual&Print Prod Costs		-	5,000	5,000	10,000	Funding Gap	15,000		
107,988		127,717	117,087	352,792					
<b>Sub-Total for Output 2</b>			<b>1,457,839</b>	<b>1,724,178</b>	<b>1,580,680</b>		<b>4,762,697</b>		
Output 3: Community security especially in conflict-affected areas is people centred, prevents violence and promotes safety		3.1.1 Strengthen, establish and equip 10 SPUs at police stations to respond to SGBV and child marriage	72100 - Contractual Services-Companies	50,000	50,000	50,000	50,000	Funding Gap	150,000
		3.1.2 Establish child marriage taskforces in 10 locations with the MoGCSW	75700 - Training, Workshops and Confer	30,000	30,000	30,000	30,000	Funding Gap	90,000
			75700 - Training, Workshops and Confer	-	-	50,000	50,000	Funding Gap	50,000
	3.1.3 Support safe shelters for victims of child marriage and SGBV	74200 - Audio Visual&Print Prod Costs	-	100,000	-	-	PBF SSR-G	100,000	
		75700 - Training, Workshops and Confer	-	24,000	16,000	16,000	Funding Gap	40,000	
		71600 - Travel	-	36,000	24,000	24,000	Funding Gap	60,000	
		72600 - Grants	-	24,000	16,000	16,000	Funding Gap	40,000	
	72600 - Grants	-	50,000	50,000	50,000	Funding Gap	100,000		
	71500 - UN Volunteers	50,000	-	-	-	TRAC I	50,000		
		-	0	-	-	Funding Gap	-		





		3.3. Organise and train police (including ex-combatants) on community policing approaches	75700 - Training, Workshops and Confer	15,000	35,000	45,000	Funding Gap	95,000
			71600 - Travel	10,000	10,000	10,000	Funding Gap	30,000
			74200 - Audio Visual&Print Prod Costs	3,000	3,000	3,000	Funding Gap	9,000
			72200 - Equipment and Furniture	-	-	150,000	Funding Gap	150,000
			72100 - Contractual Services-Companies	220,000	-	300,000	Funding Gap	520,000
			75700 - Training, Workshops and Confer	50,000	82,500	-	Funding Gap	132,500
			72600 - Grants	20,000	60,000	60,000	Funding Gap	140,000
			71500 - UN Volunteers	-	-	-	Funding Gap	-
			71400 - Contractual Services - Individ	0	20,000	20,000	Funding Gap	40,000
			71400 - Contractual Services - Individ	10,000	-	-	PBF JJ	10,000
			74200 - Audio, Visual&Print Prod Costs	0	-	-	Funding Gap	-
			74200 - Audio Visual&Print Prod Costs	10,000	-	-	PBF JJ	10,000
			74200 - Audio Visual&Print Prod Costs	58,900	-	-	PBF G	58,900
			71300 - Local Consultant	-	10,000	10,000	Funding Gap	20,000
			74200 - Audio Visual&Print Prod Costs	-	5,000	5,000	Funding Gap	10,000
			72100 - Contractual Services-Companies	-	15,000	15,000	Funding Gap	30,000
			75700 - Training, Workshops and Confer	-	40,000	40,000	Funding Gap	80,000
			71400 - Contractual Services - Individ	30,000	-	-	Funding Gap	30,000
			71600 - Travel	5,000	-	-	Funding Gap	5,000
			75700 - Training, Workshops and Confer	10,000	45,000	45,000	Funding Gap	100,000
			72600 - Grants	10,000	10,000	10,000	Funding Gap	30,000
			71500 - UN Volunteers	45,192	45,192	45,192	Funding Gap	135,576
			72200 - Equipment and Furniture	5,000	5,000	5,000	Funding Gap	15,000
			72800 - Information Technology Equipment	5,000	7,500	7,500	Funding Gap	20,000
			74200 - Audio Visual&Print Prod Costs	2,000	3,500	3,500	Funding Gap	9,000
			72200 - Equipment and Furniture	20,000	20,000	20,000	Funding Gap	40,000
		3.4. Support efforts to reduce recidivism especially by young people and females;						
		3.4.1 Establish and operationalise VTC in 3 central prisons						
		3.5.1 Carry out community security awareness raising programmes through CSOs on child marriage, revenge killings, GBV etc						
		3.5.2 Produce and disseminate IEC materials on crime prevention						
		3.5.3 Run media, radio or podcast programs and campaigns on crime prevention						
		3.6.1 Develop a strategy for the reintegration of former combatants in police and prisons						
		3.6.2. Implement the strategy to involve excombatants into community policing						
		3.7.1 Sustain ECCs in Juba and Wau						
		3.6. Develop and implement a model to reintegrate ex-combatants into community-oriented policing;						
		3.7. Scale up the ECC to enable swift response to community emergencies;						

CAF

CAF







Output 5: Transitional justice mechanisms effectively address the legacies of human rights violations and root causes of conflict	engagement in national human rights processes;	4.6.1. Support CSOs human rights monitoring and reporting	75700 - Training, Workshops and Confer	10,000	10,000	10,000	Funding Gap	30,000	
			74200 - Audio Visual&Print Prod Costs	5,000	5,000	5,000	Funding Gap	15,000	
			74200 - Audio Visual&Print Prod Costs	4,000	4,000	4,000	Funding Gap	12,000	
			72600 - Grants	20,000	20,000	20,000	Funding Gap	60,000	
			75700 - Training, Workshops and Confer	20,000	20,000	20,000	Funding Gap	60,000	
			74200 - Audio Visual&Print Prod Costs	5,000	5,000	5,000	Funding Gap	15,000	
			71300 - Local Consultant	5,000	7,500	7,500	Funding Gap	20,000	
			72100 - Contractual Services-Companies	5,000	5,000	5,000	Funding Gap	15,000	
			74200 - Audio Visual&Print Prod Costs	5,000	10,000	10,000	Funding Gap	25,000	
			75700 - Training, Workshops and Confer	30,000	30,000	30,000	Funding Gap	90,000	
			72100 - Contractual Services-Companies	-	-	25,000	Funding Gap	25,000	
			72600 - Grants	40,000	60,000	60,000	Funding Gap	160,000	
			71600 - Travel	15,000	15,000	15,000	Funding Gap	45,000	
			General Management Support (8%)	109,794	115,762	103,812	Funding Gap	329,367	
			<b>Sub-Total for Output 4</b>	<b>1,482,214</b>	<b>1,562,781</b>	<b>1,401,464</b>		<b>4,446,458</b>	
Output 5: Transitional justice mechanisms effectively address the legacies of human rights violations and root causes of conflict	5.1. Develop national justice strategy	5.1.1. Provide technical support to the Transitional Justice Technical Committee	61300 - Salary & Post Adj Cst-IP Staff	40,673	40,673	40,673	Funding Gap	122,019	
			71500 - UN Volunteers	30,000	30,000	30,000	Funding Gap	90,000	
			71400 - Contractual Services - Individ	80,000	80,000	80,000	Funding Gap	240,000	
			75700 - Training, Workshops and Confer	30,000	30,000	30,000	Funding Gap	90,000	
			71200 - International Consultant	20,000	20,000	20,000	Funding Gap	60,000	
			71300 - Local Consultant	20,000	20,000	20,000	Funding Gap	60,000	
			74200 - Audio Visual&Print Prod Costs	20,000	20,000	20,000	Funding Gap	60,000	
			71600 - Travel	15,000	15,000	15,000	Funding Gap	45,000	
			75700 - Training, Workshops and Confer	10,000	10,000	10,000	Funding Gap	30,000	
			61300 - Salary & Post Adj Cst-IP Staff	36,150	36,150	36,150	Funding Gap	108,450	
			71500 - UN Volunteers	20,000	20,000	20,000	Funding Gap	60,000	
			71400 - Contractual Services - Individ	60,000	60,000	60,000	Funding Gap	180,000	
			75700 - Training, Workshops and Confer	60,000	60,000	60,000	Funding Gap	180,000	
			5.2. Support the development of laws, rules and procedures for the CTHR, Hybrid Court and CRA:	5.2.1. Provide technical support to the MoJCA and Technical Committee on Transitional Justice	10,000	10,000	10,000	Funding Gap	30,000
			5.2.2. Support 2 study tours and learning for national partners	15,000	15,000	15,000	Funding Gap	45,000	
5.2.3. Support 2 study tours and learning for national partners	10,000	10,000	10,000	Funding Gap	30,000				

2025

GA

5.3: Support the establishment of the CTHR, the Hybrid Court and the CRA.	5.2.2 Organise consultative meetings on the content of laws	71400 - Contractual Services - Individ	20,000	20,000	5,000	Funding Gap	45,000
		74200 - Audio Visual&Print Prod Costs	10,000	10,000	5,000	Funding Gap	25,000
		71600 - Travel	15,000	25,000	5,000	Funding Gap	45,000
		74200 - Audio Visual&Print Prod Costs	5,000	5,000	5,000	Funding Gap	15,000
		72100 - Contractual Services- Companies	5,000	5,000	5,000	Funding Gap	15,000
		71300 - Local Consultant	10,000	10,000	-	Funding Gap	20,000
		71200 - International Consultant	20,000	20,000	-	Funding Gap	40,000
		72200 - Equipment and Furniture	30,000	30,000	30,000	Funding Gap	90,000
		72800 - Information Technology Equipment	50,000	50,000	50,000	Funding Gap	150,000
		74200 - Audio Visual&Print Prod Costs	7,500	7,500	10,000	Funding Gap	25,000
		72100 - Contractual Services- Companies	10,000	10,000	5,000	Funding Gap	25,000
		72500 - Supplies	10,000	15,000	15,000	Funding Gap	40,000
		75700 - Training, Workshops and Confer	20,000	100,000	30,000	Funding Gap	150,000
		71400 - Contractual Services - Individ	15,000	25,000	5,000	Funding Gap	45,000
		71600 - Travel	20,000	45,000	10,000	Funding Gap	75,000
5.4: Support to operationalisation of CTHR, the Hybrid Court and CRA.	5.4.1. Provide technical and material support for hearings	74200 - Audio Visual&Print Prod Costs	7,000	18,000	5,000	Funding Gap	30,000
		75700 - Training, Workshops and Confer	-	400,000	600,000	Funding Gap	1,000,000
		71600 - Travel	-	60,000	60,000	Funding Gap	120,000
		74200 - Audio Visual&Print Prod Costs	-	50,000	60,000	Funding Gap	110,000
		72100 - Contractual Services- Companies	-	50,000	100,000	Funding Gap	150,000
		71200 - International Consultant	-	30,000	30,000	Funding Gap	60,000
		75700 - Training, Workshops and Confer	-	20,000	30,000	Funding Gap	50,000
		71600 - Travel	-	40,000	50,000	Funding Gap	90,000
		71200 - International Consultant	-	40,000	40,000	Funding Gap	80,000
		74200 - Audio Visual&Print Prod Costs	-	20,000	20,000	Funding Gap	40,000
		75700 - Training, Workshops and Confer	-	20,000	25,000	Funding Gap	45,000
		74200 - Audio Visual&Print Prod Costs	10,000	15,000	15,000	Funding Gap	40,000
		71300 - Local Consultant	10,000	15,000	15,000	Funding Gap	40,000
		72100 - Contractual Services- Companies	10,000	15,000	15,000	Funding Gap	40,000
		5.5: Support outreach and communication on transitional justice and truth and healing process.	5.5.1 Produce, print and disseminate IEC materials on human rights	74200 - Audio Visual&Print Prod Costs	10,000	15,000	15,000
71300 - Local Consultant	10,000			15,000	15,000	Funding Gap	40,000
72100 - Contractual Services- Companies	10,000			15,000	15,000	Funding Gap	40,000



to enlist broad participation	5.5.2 Organise workshops and run community awareness campaigns on radio on human rights	74200 - Audio Visual&Print Prod Costs	5,000	10,000	10,000	Funding Gap	25,000	
		75700 - Training, Workshops and Confer	30,000	40,000	40,000	Funding Gap	110,000	
5.6. Empower victims and vulnerable groups to participate in the CTHR and access reparations;	5.5.1. Support CSOs to establish victim support groups and networks	72100 - Contractual Services- Companies	20,000	50,000	50,000	Funding Gap	120,000	
		72600 - Grants	30,000	60,000	60,000	Funding Gap	150,000	
		71600 - Travel	10,000	25,000	25,000	Funding Gap	60,000	
		71400 - Contractual Services - Individ	10,000	10,000	10,000	Funding Gap	30,000	
		72800 - Grants	80,000	80,000	80,000	Funding Gap	240,000	
		71500 - UN Volunteers	36,150	36,150	36,150	Funding Gap	108,450	
		75700 - Training, Workshops and Confer	50,000	50,000	50,000	Funding Gap	150,000	
		74200 - Audio Visual&Print Prod Costs	4,000	4,000	4,000	Funding Gap	12,000	
		General Management Support (8%)		76,118	149,398	141,358	Funding Gap	366,874
		<b>Sub-Total for Output 5</b>		<b>1,027,591</b>	<b>2,016,871</b>	<b>1,908,331</b>		<b>4,952,793</b>
<b>Programme Total</b>		<b>9,665,286</b>	<b>11,556,606</b>	<b>10,653,902</b>		<b>31,875,794</b>		
Management and Oversight	Project Support team	61300 - Salary & Post-Adj Cst-IP Staff	230,898	328,798	370,898	Funding Gap	930,594	
		61300 - Salary & Post-Adj Cst-IP Staff	140,000	42,100		P8F JJ	182,100	
		71500 - UN Volunteers	81,345	81,345	81,345	Funding Gap	244,035	
		71400 - Contractual Services - Individ	336,220	336,220	336,220	Funding Gap	1,008,660	
		72800 - Information Technology Equipmt	29,000	29,000	29,000	Funding Gap	87,000	
Sustain Programme presence in 8 Target States.	IT Equipment Furniture and Office equipment Vehicle maintenance and fuel for 8-States Vehicle maintenance and fuel for 8 States Vehicles Office accommodation costs Communication cost Travel Management Travel Management Supplies Supplies	72200 - Equipment and Furniture	33,334	33,333	33,333	Funding Gap	100,000	
		73400 - Rental and maintenance of equipment	9,294	40,000	60,000	Funding Gap	109,294	
		73400 - Rental and maintenance of equipment	50,706	20,000		JapanSB FY 2019	70,706	
		18000 - Capital Asset	66,666	66,667	66,667	Funding Gap	200,000	
		73100 - Rental and Maintenance - Premises	83,243	100,000	100,000	Funding Gap	283,243	
		72400 - Audio Visual	16,667	16,667	16,667	Funding Gap	50,000	
		71600 - Travel			30,000	Funding Gap	30,000	
		71600 - Travel	15,000	10,000		P8F JJ	25,000	
		72500 - Supplies	40,000	20,000		P8F JJ	60,000	
		72500 - Supplies	20,000			P8F G	20,000	

46

CA

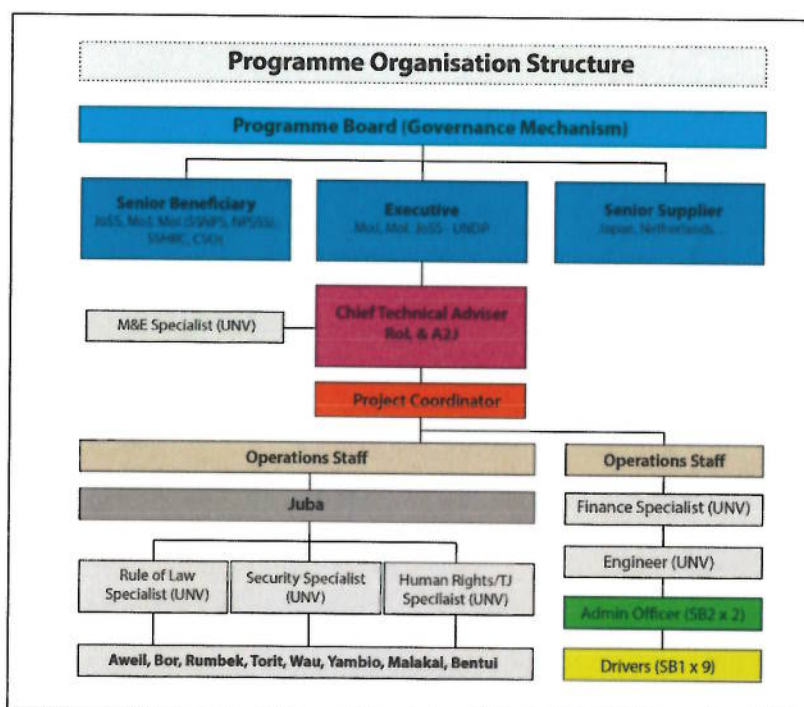


	Audit and Internal Control	74110 - Audit fees	20,000	20,000	20,000	20,000	Funding Gap	60,000
	Monitoring and Evaluation	71600 - Travel				16,000	Funding Gap	16,000
	Monitoring and Evaluation	71600 - Travel	25,000		25,000		PBF JJ	50,000
	Monitoring and Evaluation	71600 - Travel	25,000				PBF G	25,000
Facilities and Administration 8% (GMS)	General Management Support	75100 - Facilities and Administration	93,790		91,530			
<b>Sub-Total for Management and Operation</b>			<b>1,316,162</b>	<b>1,260,660</b>	<b>1,252,940</b>	<b>92,810</b>	Funding Gap	<b>278,131</b>
<b>Programme Subtotal</b>			<b>10,981,448</b>	<b>12,817,266</b>	<b>11,906,842</b>			<b>35,705,556</b>
<b>Audits and HACT Assessment (1%)</b>			109,814	128,173	119,068		Funding Gap	357,056
<b>M&amp;E Costs (2%)</b>			219,629	256,345	238,137		Funding Gap	714,111
<b>Communication Costs (1%)</b>			109,814	128,173	119,068		Funding Gap	357,056
<b>Direct Project Costs (5%)</b>			549,072	640,863	595,342		Funding Gap	1,785,278
<b>Project Grand Total</b>			<b>11,969,778</b>	<b>13,970,820</b>	<b>12,978,458</b>		Funding Gap	<b>38,919,057</b>



## 8. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The program is managed by UNDP under the Direct Implementation Modality (DIM) in close collaboration with the designated counterparts in the Government of the Republic of South Sudan. Under DIM, UNDP will act as the implementation partner for this program. The overall structure of this Program is designed to emphasize and ensure government ownership of the program and its activities. The following diagram represents the program management structure, consisting of roles and responsibilities that bring together the various interests and skills involved in, and required by the program.



### The Program Board:

The Program Executive Board, working on a consensus basis, will provide overall guidance on the program management and ensure the quality of program results and outputs, and their contribution to the relevant NDS and UNDAF outcomes. The Board will be composed of the following members:

Role	Responsibility
Executive Role	MoJ, JoSS, MoI – UNDP
Beneficiary Role	JoSS, MoI (SSNPS and NPSSS), MoJ, LRC, SSHRC, MGCSW, CSOs
Supplier Role	UNDP, Donor Rep., UNMISS

Members of Program Executive Board have quality assurance responsibilities in addition to specific strategic program management decision-making responsibilities. In this respect, the Executive Role has the overall program assurance responsibilities and the Senior Beneficiary Role has program results assurance responsibilities. The Program Assurance Role supports the Program Executive Board and UNDP Program Management by carrying out objective and independent project oversight, and monitoring function.

UNDP will provide the technical expertise and provide administration including financial and progress reporting for the program.

**Program management:** A UNDP Program Manager will be responsible for the day-to-day management, supported by a Program Specialist and technical staff in the delivery of program outputs. In consultation with the Democratic Governance and Stabilization Team Leader and the Program Management Support Unit (PMSU) will directly oversee the project. The Chief Technical Advisor will closely coordinate with the Team Leader and UNDP country office in ensuring that management systems (finance, procurement, human resources, M&E etc.) are implemented within the UNDP rules and regulations and act as liaison between UNDP, counterparts, implementing agencies and donors.

**Accountability to the Board:** The Chief Technical Advisor and Program Manager, with the support from the Program Specialist, will be responsible to the Program Board and Program Technical Committee for financial performance and development results as indicated in the Result and Resources Framework (RRF). The program team will also serve as secretariat for the program board. UNDP Senior Management will play a further oversight and quality assurance role and has ultimate accountability for the program.

