United Nations Development Programme

Empowered lives.
Resilient nations.

United Nations Development Programme
Country: Sri Lanka
Project Document

Project Title:
Strengthening Enforcement of Law, Access to Justice and Social Integration (SELAJSI)– Focus on Social Integration

UNDAF Outcome(s):
3. Communities empowered and institutions strengthened to support local governance, access to justice, social integration, gender equality, and monitoring promotion and protection of human rights in alignment with international treaties and obligations and in alignment to the constitution in Sri Lanka.

Expected CP Outcome(s):
3. Communities empowered and institutions strengthened to support local governance, access to justice, social integration, gender equality, and monitoring promotion and protection of human rights in alignment with international treaties and obligations and in alignment to the constitution in Sri Lanka.

Expected Output(s):
3.1: Coordination, co-operation and systems between justice, police and prisons enhanced in three "area models" for an effective, efficient and equitable legal system and administration of justice
3.2: Improved access to justice for vulnerable and marginalized populations through systematized legal aid service provision and dispute resolution mechanisms accessible to all
3.3: Capacities of state and non-state actors strengthened for a comprehensive and coordinated response to address sexual and gender based violence (SGBV)
3.4: Institutional capacities strengthened for improved administration of justice, strategic planning and policy development for a longer-term sector wide approach to justice, police and prisons
3.5: National institutions and actors (state and civic) have stronger capacities for policy-making and policy actions aimed at promoting dialogue, social integration and reconciliation
3.6: A better aware public, especially youth and women, engaged in social integration and reconciliation actions

Implementing Partner:
Ministries of National Languages and Social Integration

Responsible Parties:
Ministries of Justice; Rehabilitation and Prison Reforms; and Child Development and Women's Affairs; Government Analyst's Department; Legal Draftsman's Department; Judicial Service Commission; Judges Training Institute; Attorney General's Department; Police Department; Ministry of Land and Land Development; Registrar General's Department; Registration of Person's Department; Legal Aid Commission; and Bar Association of Sri Lanka. [Following consultation between the Implementing Partner and UNDP, additional Responsible Parties may be added as and when needed.]

Brief Description

The overriding objective of the Strengthening Enforcement of Law, Access to Justice and Social Integration (SELAJSI) Programme is to strengthen access to justice and the enforcement of law while simultaneously supporting the foundations for longer-term social integration and development. Contributing towards the SELAJSI Programme, this particular Project will focus on strengthening social integration, by enhancing the capacities of national institutions and actors (state and civic), for policy-making and policy actions aimed at promoting dialogue, social integration and reconciliation and also to create a better aware public, especially youth and women, engaged in social integration and reconciliation actions .

Programme Period:	2013-2017	2013 AWP budget:	USD	414,220
Key Result Area (Strategic Plan):	Democratic Governance, Crisis Prevention & Recovery	Total resources required	USD	4,000,000
		Total allocated resources:	USD	414,220
Atlas Project ID:	00075936	• Regular	USD	162,792
Atlas Output ID:	00087573	• Other:		
		o HSTF	USD	163,788
		o UNHCR	USD	50,000
Start date:	01/08/2013	o Norway Government	USD	7,812
End Date	31/12/2017	Unfunded budget:	USD	3,874,839
PAC Meeting Date	26 July 2013	In-kind Contributions:		
Management Arrangements	NIM			

Agreed by Ministry of National Languages and Social Integration: _Whicksramasingh_ **M. S. Wickramasinghe**
Secretary,
Ministry of National Languages and
Social Integration.

Agreed by UNDP: _R. Bilgrami_ 16/9/13

Razina Bilgrami
Country Director a. i.

I. ANNUAL WORK PLAN

Year: 2013

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
Output 1	**Activity Result 1.1** Reduced criminal justice delays through improved case management and pre-trial procedural mechanisms between police, prosecution and courts					-	-	-	-
Coordination, co-operation and systems between justice, police and prisons enhanced in three "area models" for an effective, efficient and equitable legal system and administration of justice								Translations	82,040
Baseline:	**Activity Result 1.2** Model sector approaches between police, courts and prisons operationalized in three area models for improved effectiveness in the whole penal chain					HSTF		Equipment & Furniture	1,520
• # of backlog cases to be established during Year -1								Stationary	1,520
• # of priority cases identified in three area model courts, prosecution, police and prison chain to be established in Year-2	1.2.1 Provide technical support for the translation of case briefs from the Northern and Eastern Provinces					Ministry of National Languages and Social Integration	UNDP	Miscellaneous	305
• # of interpreters and translators in police and courts in the three area models to be established in Year-1							UNDP	Human Resources	8,750
Process Indicators:	1.2.2 Provide technical support and equipment to the Government Analyst's Department, to expedite the finalization of technical reports					UNDP		Human Resource	7,250
• Plan developed for improving language services across the sector in the three regional models							UNDP	Miscellaneous	1,125
Output Indicators:	**Activity Result 1.3** State capacities strengthened for implementation of the Trilingual policy and Road Map for Justice and police service delivery					-	-	-	-
• % of backlog cases reduced in three area model courts, prosecution, police and prison chain							HSTF	Facilities & Administration	7,258
• % of priority cases addressed in three area model courts, prosecution, police and prison chain						UNDP	UNDP	Facilities & Administration	257
• % increase of interpreters and translators in police and courts in the three area models									
Output 1 Total									110,025

Output 2

Improved access to justice for vulnerable and marginalized populations through systematized legal aid service provision and dispute resolution mechanisms accessible to all

-					-	-

Output 3

Capacities of state and non-state actors strengthened for a comprehensive and coordinated response to address sexual and gender based violence (SGBV)

Baselines:

- Comprehensive and current data on prevalence of SGBV not available.
- No systematic training on SGBV for WDOs in all districts
- There is no operational referral system of SGBV from mediation boards to the penal chain

Process Indicators:

- # of SGBV awareness campaigns conducted
- # of SGBV redress mechanisms strengthened to efficiently handle SGBV cases

Output Indicators:

- % increase in the number of domestic violence complaints referred by the mediation boards to the penal chain (as a proxy for the operationalization of the system)

Activity / Result				Source		Budget
Activity result 3.1 National action plan to address sexual and gender-based violence formulated and implemented, including through establishment of relevant coordination mechanisms				-	-	-
Activity result 3.2: Local level governance institutions and communities understand women's rights and are aware of available legal and judicial mechanisms to protect SGBV victims	x	x		Ministry of National Languages and Social Integration	Government of Norway	Grants
3.2.1 Conduct awareness programmes on underage marriage and sexual and gender based violence in identified Divisional Secretariat Divisions in the Anuradhapura and Polonnaruwa Districts, including for the WDOs, mediation boards and other service providers						7,200
Activity result 3.3: Capacities of law enforcement and judicial institutions strengthened to efficiently handle SGBV cases and ensure equal access to legal services and judicial protection for SGBV victims	x	x		Ministry of National Languages and Social Integration	HSTF	Grants
						32,000
3.3.1. Refurbish the Women and Children's Desk in the Kilinochchi Police Station, ensuring the availability of female officers, adequate representation, translation services and access to legal aid services and provide necessary equipment	x	x		UNDP	Government of Norway	612
					HSTF	Facilitates & Administration 2,720

| **Output 3 Total** | | | | | | **42,532** |

Output 4 / Indicators	Activities			Responsible party	Budget category	Amount
Output 4 Institutional capacities strengthened for improved administration of justice, strategic planning and policy development for a longer-term sector wide approach to justice, police and prisons	**Activity result 4.1:** Capacities of justice sector institutions strengthened for research data collection and analysis, and comparative policy for improving evidence based planning for the justice sector			-	-	-
Baseline: • # of justice sector agencies with strategic plans to be determined in Year-1 • # of justice sector agencies with costed annual plans to be determined in Year-1 • # of justice sector institutions with results oriented M&E systems in place to be determined in Year-1 • National Policy for Social Integration available	**Activity result 4.2:** Improved institutional capacities for efficiency and effectiveness of the justice sector at national level, including strategic planning and cross-sectoral management skills for the formulation and implementation of policies, laws and plans	x	x		Workshops & Training	400
Process Indicators: • # of institutional capacity assessments completed for identified principle justice institutions • # of institutional capacity needs identified • # of institutional capacity need prioritized to be addressed	4.2.1 Workshop for justice sector partners to discuss the institutional capacity assessment and accordingly identify the institutions which would be subject to the assessment.	x	x	Ministry of National Languages and Social Integration	Consultant	25,600
	4.2.2 Conduct an institutional capacity needs assessment for identified principle justice institutions (police, AGD, courts, LAC, Corrections department and prisons)	x	x	UNDP	Consultant	15,500
Output Indicators: • # of justice sector institutions with strategic plans • # of justice sector agencies with costed annual plans • # of justice sector institutions with results oriented M&E systems in place	4.2.3 Provide technical support for the initiation of the pilot Prison Information Management System	x	x	UNDP	Training	24,500
	4.2.4 Conduct an international learning exercise for 8 MRPR and Prisons Department officials	x		UNDP	Facilitates & Administration	990

			Responsible party	Funding source	Budget description	Amount
Output 4 Total						**66,990**
	Activity result 4.3: Enhanced strategic vision and leadership for prioritization and sequencing of a justice sector road map through the establishment of national coordination mechanisms and an increasing sector wide approach to the enforcement of law and administration of justice (justice, police and prisons)		-	-	-	-
Output 5						
National institutions and actors (state and civic) have stronger capacities for policy-making and policy actions aimed at promoting dialogue, social integration and reconciliation						
Baseline:						
• National Policy Framework for Social Integration (NPFSI) launched; National action-plan under formulation.	Activity result 5.1: Expanded policy discourse on social integration fostered across national institutions and actors (state and civic)		-	-	-	-
• Lessons Learnt and Reconciliation Commission (LLRC) report and action-plan in place.				HSTF	-	20,000
• There is limited interaction and discourse between policy makers and civil society on social integration	Activity result 5.2: Increased policy actions on social integration and reconciliation					
Output Indicators:	5.2.1 Conduct data analysis of Legal Documentation Needs Assessment and prepare final report	X	X	Ministry of National Languages and Social Integration	UNHCR	Grants	8,000
					UNDP		9,500
• # of policy actions on social integration and reconciliation implemented	5.2.2 Conduct legal documentation mobile clinics in the Northern Province	X	X	Ministry of National Languages and Social Integration	UNHCR	Grants	38,080
• # of individuals benefitted through implementation of policy actions	5.2.3 Provide translation support for the Department of Registration of Persons	X	X	Ministry of National Languages and Social Integration	HSTF		5,000
	Activity result 5.3: National policy on schools twinning developed and piloted as a concrete policy action for social integration and reconciliation		-	-	-	-
	Activity result 5.4: Technical advisory support provided for the implementation of SELAJSI	X		UNDP	UNDP	Service Contracts	22,000
				Ministry of National Languages and Social Integration	HSTF	Equipment & Machinery	10,000
					HSTF		2,125
					UNHCR		3,920
					UNDP	Facilities & Administration	623
Output 5 Total						**119,248**

6

Output 6 A better aware public, especially youth and women, engaged in social integration and reconciliation actions **Baseline:** • Many LLRC recommendations to be implemented. • # of persons reached through social integration and reconciliation awareness activities (disaggregated by gender and age) - Baseline: To be established in Year-1. • % of persons targeted reporting increased understanding of social integration and reconciliation after being outreached through social integration and reconciliation awareness activities (disaggregated by gender and age) - Baseline: To be established in Year-1. • % of persons targeted reporting changes in attitudes after being outreached through social integration and reconciliation awareness activities (disaggregated by gender and age) – Baseline: To be established in Year-1. • % of persons targeted reporting getting involved in social integration and reconciliation actions after being outreached (disaggregated by gender and age) - Baseline: To be established in Year-1. • 24.5% of men and 12.9% of women across the districts of Ampara, Batticaloa, Trincomalee, Mannar, Vavuniya, Jaffna, Anuradhapura, Polonnaruwa and Puttalam report having no opportunities for interacting with people from other ethnicities.[1]	**Activity result 6.1: Expanded public discourse on social integration and reconciliation fostered among people of Sri Lanka** 6.1.6 Facilitate and support a more expanded public discourse across the media landscape, including through the use of social and community media a) Formulate a strategy for the development of a series of episodes covering different elements of Social Integration, to be aired in 2014 (identify an implementing partner, design of programme content, etc) b) Contract production team for the development of the television programme c) Secure air time to telecast programmes in 2014	X	X	Ministry of National Languages and Social Integration	Grants	16,000
	Activity result 6.2: Increased capacities for social integration and reconciliation fostered among people of Sri Lanka			-	-	-
	Activity result 6.3: Increased social integration and reconciliation actions among people of Sri Lanka			-	-	-
Process Indicators: • # of coordination mechanisms established for partnerships. **Output Indicators:** • implementation of social integration activities	**Activity result 6.4: Women representatives and leaders at national and community level are engaged as change agents for social integration and reconciliation** 6.4.1 Brief national and district level stakeholders on the scale up of the pilot Women's Leadership Development initiative and formalize relevant government partnerships, 6.4.2 Call for Expression of Interest and identify relevant implementation partnerships 6.4.3 Confirm sequence of implementation in geographic location and beneficiary selection criteria.	X	X	Ministry of National Languages and Social Integration	UNDP (RBAP)	Travel	1,500
Output Indicators: • # of persons reached through social integration and reconciliation awareness activities (disaggregated by gender and age)					Consultants	8,000
					Workshops & Trainings	2,000

• % of persons targeted reporting increased understanding of social integration and reconciliation after being outreached through social integration and reconciliation awareness activities (disaggregated by gender and age)							
Activity result 6.5: Youth representatives and leaders at national and community level are engaged as change agents for social integration and reconciliation				UNDP	-	-	
				UNDP	Facilities & Administration	413	
Output 6 Total							27,913
Output 7 Technical advisory support and quality assurance provided							
Activity Result 7.1 Technical advisory support facility established and maintained				UNDP	HSTF	Service Contracts	7,800
					HSTF	DSA	1,500
					UNDP	DSA	3,500
					UNDP	Transport & Related HR	7,000
					UNDP	Equipment	6,870
					UNDP	Stationary/Office Supplies	1,000
					UNDP	Workshop/Training	15,000
					UNDP	Miscellaneous	2,500
Activity Result 7.2 SELAJSI Programme monitored and evaluated		x	x	UNDP	UNDP	Monitoring & Evaluation	1,000
		x	x	UNDP	HSTF	Facilities and Administration	790
					UNDP		552
Output 7 Total							47,512
GRAND TOTAL							414,220

8

II. MANAGEMENT ARRANGEMENTS

2014-2017

The Programme on *Strengthening Enforcement of Law, Access to Justice and Social Integration in Sri Lanka* will be nationally implemented (NIM) by the Ministries of National Languages and Social Integration; Justice; Rehabilitation and Prison Reforms; and Ministry of Child Development and Women's Affairs respectively, and as detailed in the 4 Ministry-specific project documents and corresponding annual work plans to be signed by each of the implementing partners (IPs) and UNDP. The 4 IPs will each be responsible and accountable for the implementation of their respective projects and work plans. These 4 projects will collaboratively contribute to achieving the overall outcome of the programme's results framework. The IPs may enter into agreements with each other as Responsible Parties (RPs) to assist in delivering project outputs. In addition, each of the IPs may enter into agreements with other entities as RPs – both government and non-government (academic institutions, research organizations, civil society organizations, etc.), to assist in successfully delivering project outputs. RPs are directly accountable to the IP in accordance with the terms of their agreement with the IP. IPs use RPs in order to take advantage of their specialized skills, to mitigate risks and to relieve administrative burdens.

Implementing Partners (IPs) of the Programme	1. Ministry of National Languages and Social Integration (MNLSI) – IP of this project. 2. Ministry of Justice (MOJ) 3. Ministry of Rehabilitation and Prison Reforms (MRPR) 4. Ministry of Child Development and Women's Affairs
Key Responsible Parties (RPs) *Following consultation between the IPs and UNDP, additional Responsible Parties may be added as and when needed.	Government Analyst's Department Legal Draftsman's Department Judicial Service Commission Judges Training Institute Attorney General's Department Police Department Ministry of Land and Land Development Registrar General's Department Registration of Person's Department Legal Aid Commission Bar Association of Sri Lanka

The respective IPs will be responsible and accountable for implementing the following outputs and/or activity results and/or specific activities under the overall programme's results framework:

Ministry of National Languages and Social Integration:
- **Output 5**: National institutions and actors (state and civic) have stronger capacities for policy-making and policy actions aimed at promoting dialogue, social integration and reconciliation
- **Output 6**: A better aware public, especially youth and women, engaged in social integration and reconciliation actions

Ministry of Justice:

- **Output 1:** Coordination, co-operation and systems between justice, police and prisons enhanced in three "area models" for an effective, efficient and equitable legal system and administration of justice
- The following activity results under Output 2: Improved access to justice for vulnerable and marginalized populations through systematized legal aid service provision and dispute resolution mechanisms accessible to all
    - **Activity result 2.1:** National legal aid policy revised and implemented
    - **Activity result 2.2:** Increased coordinated legal aid service delivery for vulnerable and marginalized populations, including through the establishment of referral mechanisms at sub-national level
    - **Activity result 2.4:** Capacities of legal aid service providers and local administration officials strengthened to provide legal information on land issues and address land disputes in areas where there are complex land issues and/or special land mediation boards have been established
- **Output 4:** Institutional capacities strengthened for improved administration of justice, strategic planning and policy development for a longer-term sector wide approach to justice, police and prisons

Ministry of Rehabilitation and Prison Reforms:

- The following specific activities which will contribute to the achievement of Output 1, Activity result 1.1: Reduced criminal justice delays through improved case management and pretrial procedural mechanisms between police, prosecution and courts
    - **Activity 6:** Generate a capacity development plan for prisons reform based on the needs assessments
    - **Activity 13:** If prison facilities are available in area models, then support the review of the status of prisoners and detainees at provincial level, especially the situation of women and why women are sent to prison – types of cases/length of terms – using the results to better inform judicial policy making, including alternative sentencing options such as community-based correction orders.
    - **Activity 14:** Support establishment of technical committee to follow up and advise the prison services in setting up of the intra prison network electronic database at local level
- The following activity result which will contribute to the achievement of Output 2: Improved access to justice for vulnerable populations through systematized legal aid service provision and dispute resolution mechanisms accessible to all
    - **Activity result 2.3:** System for needs-based legal aid service delivery in prisons established
- The following specific activities which will contribute to the achievement of Output 4, Activity result 4.2: Improved institutional capacities for efficiency and effectiveness of the justice sector at national level, including strategic planning and cross-sectoral management skills for the formulation and implementation of policies, laws and plans
    - **Activity result 16:** Support establishment of a national technical committee to follow up and advise the prison services in setting up of the intra prison network electronic database

Ministry of Child Development and Women's Affairs:

- **Output 3**: Capacities of state and non-state actors strengthened for a comprehensive and coordinated response to address sexual and gender based violence (SGBV)

2013

In 2013, the SELAJSI Programme, of which this Project is a component, will be nationally implemented by the Ministry of National Languages and Social Integration. The Ministry will enter into Memorandums of Understanding with the Ministries of Justice; Rehabilitation and Prison Reforms; and Child Development and Women's Affairs, in order to take advantage of their specialized skills in carrying out specific activities and to facilitate the transfer of funds required to implement the activities identified in the 2013 work plan. MNLSI will serve as the IP and be responsible and accountable for the implementation of this 2013 work plan, which reflects Outputs 1,3,4,5 and 6.

Programme Board and nationally implemented structure:
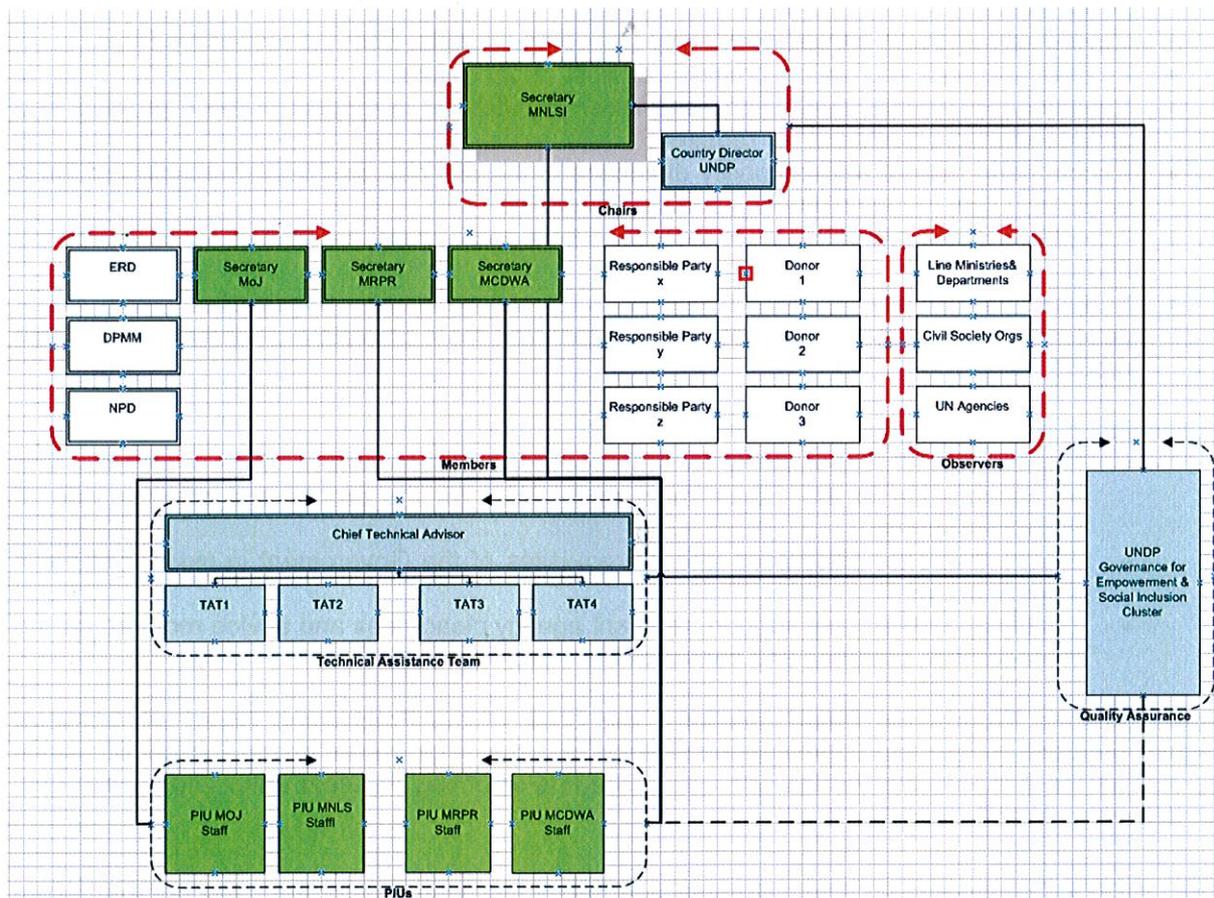
MNLSI: Ministry of National Languages and Social Integration
UNDP: United Nations Development Programme
ERD: External Resources Department, Ministry of Finance and Planning (MOFP)
DPMM: Department of Project Management and Monitoring, MOFP
NPD: National Planning Department, MOFP
MOJ: Ministry of Justice
MRPR: Ministry of Rehabilitation and Prisons Reform
MCDWA: Ministry of Child Development and Women's Affairs
PIUs: Project Implementation Units

TAT: Technical Assistance Team

The Programme (consisting of the 4 projects) will be governed by a Programme Board chaired by the MNLSI and co-chaired by UNDP. The Board will consist of the MoJ, MRPR, MCDWA, representatives from the relevant Departments of the Government Coordinating Agency (External Resources Department, National Planning Department and Department of Project Management and Monitoring of the Ministry of Finance and Planning), key responsible parties (Judicial Services Commission, Department of Police, etc.,), donors and other members approved by the LPAC. The Programme Board may also invite key partners/stakeholders as "Observers" for meetings, as and when necessary. These may include *inter alia* line ministries and departments, civil society organizations and United Nations agencies.

The Programme Board is the highest-level programme management and oversight body. It will provide policy guidance, review progress against target results, and ensure coordination and collaboration among the 4 projects and with other national initiatives and development projects. The Programme Board will meet at least bi-annually and will receive reports from the 4 projects through the respective Project Implementation Units (PIUs). The main responsibilities of the Programme Board are to:

- Identify synergies and complementarities and strengthen coordination and collaboration between the 4 individual projects contributing to the overall Programme.
- Review reports from the Project Implementation Units and provide strategic guidance and policy direction.
- Review and endorse annual work plans (including budgets) from the respective PIUs.
- Provide oversight and review progress against target results.
- Review assessments, evaluations and recommendations in respect of the 4 projects and provide strategic guidance, as required.
- Recommend new or revised policy directions in the planning and implementation of the 4 projects in light of new national planning documents.
- Provide guidance when tolerance levels (on time and budget) have been exceeded by the PIUs.
- Support coordination and effective working relationships, as required, with other government and non-government bodies with which the 4 projects must interact to achieve results.

In addition, it is the role of the Programme Board to:

- Assume overall responsibility for the successful implementation of the 4 projects, and be accountable to the Government and UNDP for the proper and effective use of project resources.
- Ensure that prior obligations and prerequisites of the Government in respect of the 4 projects are met.
- Identify and obtain any support, relevant agency clearances and advice required for the management, planning and control of the 4 projects.

Apart from the Programme Board meetings, the Chair of the Programme Board will convene regular progress review and coordination meetings with the other Implementing Partner Ministries as well as the Responsible Parties with whom the Implementing Partners enter into agreements for delivering specific outputs.

The UNDP's Governance for Empowerment and Social Inclusion Cluster will carry out the quality assurance role on behalf of the Programme Board. The Programme Assurance role supports the Programme Board by carrying out objective and independent programme oversight and monitoring functions. This role ensures appropriate programme management milestones are managed and completed. The UNDP Cluster Lead/Programme Officer typically holds the Programme Assurance role.

In addition, the Programme Board will be supported by a Technical Assistance Team (TAT), composed of long- and short-term experts on the areas covered by the programme (for example, criminal justice, case management systems, legal aid, prisons reform, land mediation, SGBV, social integration and reconciliation, institutional capacity development and policy-making). The TAT's role is two-fold: it will provide (1) policy advisory services to the Programme Board, as well as (2) guidance and technical assistance to the 3 PIUs. The TAT, together with the PIUs, will focus on capacity development of relevant government entities, as well as identifying and supporting measures that promote closer cooperation, coordination and systems as well as their institutionalization amongst the justice and social integration actors. The TAT will also support the strengthening of partnerships between government entities and civil society organizations as well as improved planning and policy-making for the justice and social integration sectors. The key functions of the TAT will also include supporting the various Committees (Technical and High Level Forums) to identify and commission relevant studies/assessments and interventions (where possible as joint initiatives with other potential partners); to improve A2J and social integration outcomes; to function as a high-level advocacy engine to enable translation of identified bottlenecks in the administration of justice and social integration process into an agenda for reform; and to facilitate the move towards a more holistic approach for budgeting and planning across the justice and social integration sectors. The TAT will report to the Programme Board.

Project Implementation Units (PIUs)

The 4 projects constituting the programme will be implemented by the respective PIUs which will be headed by a **National Project Director** who will *ex officio* be the Secretary of each of the IP Ministries. The main responsibilities of each Project Implementation Unit are to:

- Effectively deliver their designated project outputs and/or activity results and/or specific activities and contribute to achievement of the overall results and outcome of the programme, with a special focus on resolving problems and bottlenecks.
- Ensure relevant approvals are given for project activities.
- Review and monitor the progress of annual work plans and budgets.
- Prepare quarterly work plans and quarterly expenditure estimates.
- Ensure financial management (including reporting) of the projects.
- Prepare procurement and human resource plans and confirm procedures and progress.
- Support compliance with regulations and rules.
- Provide results-based reports on progress against work plans to the Programme Board, Government, UNDP, donors, etc.
- Attend the Programme Board meetings and prepare presentations and other documentation for the Board, as required.
- Take relevant actions based on recommendations and issues referred by the Programme Board.
- Facilitate project and programme reviews and evaluations to support project and programme assurance for performance improvement, accountability and learning.
- Facilitate effective communication, coordination and systems between the partner institutions.
- Identify cross-institutional problems and solutions and recommend cost-effective mechanisms for problem solving and agreeing on the way forward.

The PIUs will be staffed by officers from the respective IPs. These officers must have at minimum proven capacities in the technical areas of the programme and project, results-based management, administration, finance, human resources, procurement and/or public information. The Technical Assistance Team will support the respective Project Implementation Units in carrying out the above-mentioned responsibilities.

The respective IPs and RPs will together establish the sub-national structures that are required for managing and implementing project interventions in designated "area models."

III.   MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle
- ➢ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

- ➢ An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

- ➢ Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- ➢ Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

- ➢ a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

- ➢ a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

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

Considering the substantive and operational complexity and unique features of the SELAJSI Programme, a mid-term and final evaluation will be conducted, in mid-2015 and end- 2017 respectively. As a Project which contributes to two of the Programme's six Outputs, this Project will be included as part of this Programme Evaluation.

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

OUTPUT 1: Coordination, co-operation and systems between justice, police and prisons enhanced in three "area models" for an effective, efficient and equitable legal system and administration of justice		
Activity Result 1 (Atlas Activity ID)	*1.2 Model justice sector approaches*	Start Date: 1/08/2013 End Date: 31/12/2013
Purpose	*What is the purpose of the activity?*	
Description	*Planned actions to produce the activity result.*	
Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*

IV. LEGAL CONTEXT

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

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

The implementing partner shall:

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

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

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

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via : http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

ANNEXES

Risk Analysis: An assessment of risks that may affect the project should be conducted during the formulation. Please refer to the section "Defining a Project".

Use the standard Risk Log template

Please refer to the Deliverable Description of the Risk Log for instructions

Agreements: Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs[2] (where the NGO is designated as the "executing entity") should be attached.

Terms of Reference: TOR for key project personnel should be developed and attached

Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

---

[2] For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.