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Emergency Support to Women and Vulnerable Groups in Conflict Prone Areas Project

(March 2014 to July 2015)

Final Report to the Government of Japan



Police Respondents attending emergency calls at Emergency Call Center Juba, July 2015



From
the People of Japan



**Project
Summary:**

Country: South Sudan

Project Duration: March 2014 to July 2015

Donor: Japan

Total contribution: US\$ 1,000,000

Cumulative expenditure until 31 July 2015: US\$1,000,000

Contact Persons: Lealem Berhanu Dinku
Team Leader - Democratic Governance and Stabilization Unit
Tel. +211 956 275151
Email:lealem.berhanu@undp.org

Julie Van Dassen
Project Manager, Access to Justice & Rule of Law Project
Tel. +211 925330703
Email: julie.vandassen@undp.org

Responsible Parties: UNDP in support of South Sudan National Police Service

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Acronyms

A2J/RoL	Access to Justice and Rule of Law
CES	Central Equatoria State
CPAP	Country Programme Action Plan
CTA	Chief Technical Advisor
ECC	Emergency Call Centre
EES	Eastern Equatoria State
GIZ	German International Cooperation
IOM	International Organization for Migration
JoSS	Judiciary of South Sudan
LKS	Lakes State
MoI	Ministry of Interior
MoJ	Ministry of Justice
MoT	Ministry of Telecommunication & Postal Services
NGS	Northern Bahr el Ghazal State
NPSSS	National Prisons Service of South Sudan
PCRC	Police Community Relationship Committee
PoC	Protection of Civilians
SGBV	Sexual and Gender Based Violence
SPUs	Special Protection Units
SSNPS	South Sudan National Police Service
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNMISS	United Nations Mission in South Sudan
WES	Western Equatoria State
WGS	Western Bahr el Ghazal State
WPS	Warrap State

1. Executive Summary

The December 2013 crisis aggravated the deterioration in services provided by the rule of law institutions, especially the South Sudan National Police Service (SSNPS). The crisis left several SSNPS personnel dead¹ and injured, while numerous others deserted the service. Lack of specialised training and Special Protection Units (SPUs), weak police-community engagement, and absence of access to police during emergencies limited SSNPS' ability to deal professionally with cases involving women and children. The inability of the SSNPS to provide personal safety and security to citizens during the conflict diminished citizens' reliance on the justice system, fostered a culture of violence in resolving conflicts and triggered a rise in criminality. The culture of crime and lawlessness is partly exacerbated by limited economic and employment opportunities for women, youth and other vulnerable groups including internally displaced persons (IDPs) and returnees. The project focused on increasing access to justice and responsiveness of rule of law institutions to the unique needs of marginalized and vulnerable groups.

The Support to Access to Justice and Rule of Law for Conflict Prone Areas project was implemented within the overarching United Nations Development Programme (UNDP) Support to Access to Justice and Rule of Law (A2J/RoL) project, output 1: "Increased access to justice to citizens of South Sudan with special focus on vulnerable groups and women". The A2J/RoL project supports rule of law institutions; Judiciary of South Sudan (JoSS); Ministry of Justice (MoJ); and the Ministry of Interior (MoI) (South Sudan National Police Service (SSNPS) and National Prisons Service of South Sudan (NPSSS)); traditional justice and community level interventions through a sector-wide holistic approach designed to increase the availability, affordability, adaptability, and acceptability of justice services in South Sudan. The project approach addresses the demand and supply sides of law and combines support to local government institutions and communities.

The A2J/RoL project is funded by several donors (the governments of Japan, Netherlands, Norway, Department for International Development (DFID) of the United Kingdom, and UNDP's Bureau for Policy and Programme Support (BPPS)).

The Support to Access to Justice and Rule of Law for Conflict Prone Areas project was specifically funded by the Government of Japan from March 2014 to July 2015 through the Japan Supplementary Budget. The specific objective of the project is "to provide training, necessary equipment and furniture to the Police and community for smooth functioning of Special Protection Units (SPUs) and enhance their capacity to extend emergency services and access to police to women and vulnerable groups".

This final report documents project results, challenges faced, and lessons learned from March 2014 to July 2015.

Key achievements

- **Improved police infrastructure and service delivery:** Five SPUs in five states (Central Equatoria State (CES), Eastern Equatoria State (EES), Western Bahr el Ghazal State (WGS), Northern Bahr el Ghazal State (NGS) and Lakes State (LKS)) were renovated. Eight SPUs in five states (CES, Western Equatoria State (WES), EES, WGS and NGS) and six SPU coordination offices (one at national headquarter Juba and five state headquarters in CES, WES, EES, WGS and NGS)) were provided with ICT equipment and office furniture. The SPUs handled 3,947 cases related to morality, gender related complaints. Two hundred and fifty-two cases involved children in conflict with the law and 101 missing children who were

reunited with their families (Crime statistics reports, 2014 & 2015).

- **Increased community access to police:** The first Emergency Call Centre (ECC) in South Sudan was established in Juba in the first ever Public Private Partnership arrangement involving the Ministry of Interior, Ministry of Telecommunication and Postal Services (MoT), German International Cooperation (GIZ), UNDP and the four mobile service providers in South Sudan. From the inception of the ECC in July 2014, 10,377 calls were responded to. The calls include 387 related to sexual and gender based violence (SGBV) and 1,612 medical emergency calls (ECC Report 2014-15).
- **Equipped SSNPS and social workers with knowledge on SGBV:** A total of 193 Police personnel and social workers (116 males and 77 female) were trained on handling cases on sexual and gender based violence and investigation techniques in five states (CES, WES, EES, WGS, and NGS).
- **Improved community-police relations:** Community policing mechanisms were strengthened through the provision of training to 207 police personnel and community members (150 male and 57 female) in community policing and provision of furniture and stationery to police stations in five states (CES, WES, EES, WGS, and NGS). Trained police personnel and community members facilitated regular Police Community Relationship Committees (PCRC) meetings between the communities and police. The meetings deliberated on and responded to local security issues through intensified joint patrols in crime hotspots and deployment of police personnel.
- **Improved police internal systems and processes:** Documentation systems were improved through printing and dissemination of 21 types of police criminal forms, six registers, and six law books and guidelines/ handbooks on dealing with SGBV and juveniles. Utilization of these forms and registers is helping SSNPS in improving day to day policing and following the due process of law. For instance, forms and registers are being used at police stations to record complaints.

Challenges and Issues

- **Security situation:** The unstable security situation resulted in the withdrawal of project activities and staff from Jonglei, Upper Nile, Warrap, and Lakes states. However, project staff were able to travel to Lakes state and conducted SGBV training. Collaboration with UN agencies and UNMISS helped to complete the renovation of Rumbek SPU.
- **UNMISS mandate limitations:** As a result of the December 2013 crisis, the United Nations Mission in South Sudan (UNMISS) mandate was revised to focus primarily on the Protection of Civilians. The change affected the implementation of joint activities on SPUs and community policing. The project collaborated with United Nations Children's Fund (UNICEF), International Organization for Migration (IOM), and United Nations Population Fund (UNFPA) to conduct relevant trainings.
- **Limited human and material capacity of SSNPS:** SSNPS has limited technical capacity and suitably qualified personnel to work in specialized units. UNDP provided training on SGBV, community policing, ECC management and crime statistics to support institutional capacity strengthening.

Lessons learned and way forward

- **Importance of public-private partnerships:** The ECC component successfully brought together UNDP, MoI, MoT, Juba City Council, mobile operators and other development partners to implement the first private-public partnership in South Sudan. The ECC is a resounding success and the same arrangement is being replicated in other states.
- **Importance of engagement with local counterparts:** Engagement with community members and traditional leaders through PCRCs improved interaction and trust between police and community to address local security issues as partners. It also resulted in direct feedback from the public on security issues and enlightened communities on challenges faced by the Police in serving the citizens.
- **Importance of collaborating with UN agencies:** The change in the UNMISS mandate resulted in the project seeking alternative partnerships with UNFPA, IOM, and UNICEF. This collaboration reduced transaction costs for UNDP and created mechanisms for collaborative training.

Budget

The project budget was US\$1,000,000. Total project expenditure was US\$1,000,000 (100%)

2. Progress towards development results

Country Programme Action Plan (CPAP) Outcome 5: Access to Justice and Rule of Law improves

In 2014 **rule of law** had major setbacks with the Office of the High Commissioner for Human Rights reporting [human rights violations](#) by some police and prisons officers, desertion, and the proliferation of arms in civilian hands, which significantly eroded trust in the Police abilities to maintain law and order. Launch of a [Community Policing Programme](#) began a process of rebuilding trust between the Police and the community. The [Emergency Call Centre was](#) established via public-private partnerships between the MoI, MoT, Juba City Council, mobile operators and other development partners. The ECC is providing rapid response protection for 300, 000 people in Juba (Census 2008) and responded to a cumulative 10,377 calls, including 387 related to sexual and gender based violence (SGBV) and 1,612 medical emergency calls. To enhance operational efficiency of the ECC, 648 emergency responders (nine women) were trained on the functionality of the ECC.

Access to justice for vulnerable groups improved with the renovation and equipment support provided to eight Special Protection Units (SPUs) in five states, which allowed them to function and operate adequately to meet community needs and respond to cases. The SPUs handled 3,947 cases related to: morality, gender related complaints, and also included 252 complaints involving children in conflict with the law. One hundred and one missing children were reunited with their families.

3. Progress against project results

Project output: Increased access to justice to citizens of South Sudan with special focus on vulnerable groups and women

Project output targets ²	Summary achievements	Status
10 Special Protection Units (SPU) in seven states renovated and equipped	Eight SPUs were equipped whilst five were renovated in six states ³ . SPUs in Kuajok (Warrap State) could not be accessed due to insecurity.	Achieved
Pilot Emergency Call Centre established and functional in Juba	Emergency Call Centre in Juba was established and became functional in July 2014	Achieved
200 police personnel working at national and state levels trained	193 police personnel and four social workers working in five states were trained on handling SGBV cases and investigation techniques	Achieved
100 police officers and 100 community members trained in community policing	207 police personnel and community members (57 female) were trained in community policing in five states	Achieved
Standardized police forms, registers, law book and handbooks printed	21 police criminal forms, six registers and six law books and guidelines/ handbooks on SGBV and juvenile cases printed	Achieved
Overall status		Achieved

10 Special Protection Units (SPU) in seven states renovated and equipped

²The Access to Justice and Rule of Law Annual Work Plan 2014 and 2015 have limited targets to this specific Japan supported project. As a result the project decided to use the targets submitted to Japan as part of the project document

³CES, WES, EES, WGS, NGS, and LKS

Five SPUs were renovated (Juba, Torit, Wau, Aweil, and Rumbek) while eight SPUs (two each in Juba, Torit, and Yambio, and one each in Wau and Aweil), and six SPU coordination offices (national and five state headquarters) were provided with furniture and ICT equipment.

Due to insecurity, the project was unable to reach Warrap State. Details of SPU renovation are given in Table 1 below.

No.	SPU Location	Renovation work
1	Western Police Division (Munuki), Juba, CES	Installation of solar power system
2	SPU located in EES HQ, Torit	Renovation of building
3	Mukhtar Police Division, Wau, WGS	Renovation of SPU building
4	Aweil, NGS	Renovation of SPU building
5	Rumbek, LKS	Renovation of SPU building and installation of solar system

The renovations and provision of furniture and equipment facilitated the creation of client friendly SPU environment and improved SSNPS operational capacity to provide services to vulnerable groups. Table 2 below shows details of state distribution of furniture and equipment.

Items	GHQ	CES	WES	EES	WBS	NBS	Total
A Office Furniture							
1 Office Desks	5	15	15	15	10	10	70
2 Office Cabinets	5	15	15	15	10	10	70
3 Filing Cabinets	5	15	15	15	10	10	70
4 Office Chairs	5	15	15	15	10	10	70
5 Plastic Chairs	10	30	30	30	20	20	140
B Information and Communication Technology equipment							
1 Desktop computer with UPS	1	3	3	3	2	2	14
2 Printer	1	3	3	3	2	2	14
3 Camera	1	3	3	3	2	2	14
4 External Hard Disk	1	3	3	3	2	2	14
C Stationery							
1 Reams of A4 paper	5	15	15	15	10	10	70
2 Box Files	25	75	75	75	50	50	350
3 Staples with pins	5	15	15	15	10	10	70
4 Punching Machine	5	15	15	15	10	10	70
5 Cartridges	2	6	6	6	4	4	28

Pilot Emergency Call Centre established and functional in Juba

The ECC in Juba was established in July 2014 through a public-private partnership between the Ministry of Telecommunications and Postal Services (MoT), Juba City Council, United Nations Development Programme (UNDP), GIZ (German Agency for International Cooperation), and four mobile operators in South Sudan (MTN, Zain, Vivacell, and Gemtel). MTN is hosting the server and provides round the clock technical support and routing of calls from all mobile operators. SSNPS provided communication equipment including vehicle mounted radios, hand held sets, and base stations.

Thirteen pickup trucks were also provided by the SSNPS for the responders. The ECC provides free round the clock police accessibility to citizens by dialling 777 using any mobile service network, and to facilitate swift, professional, and effective police response to emergencies. UNDP supported formation of three committees to support the establishment and functioning of the ECC in Juba.

Name of committee	Chair	Members	Role
Implementation Committee	IGP and Under-Secretary MoT (co-chaired)	All mobile operators, UNDP, GIZ	Overall guidance and policy decisions
Technical Committee	MoT Engineer	All mobile operators, UNDP and GIZ	To take technical decisions
Operational Committee	Deputy IGP	CES Police Commissioner, Director of ICT, In-charge of all police divisions, UNDP and GIZ	To operationalize Police response to calls received by ECC

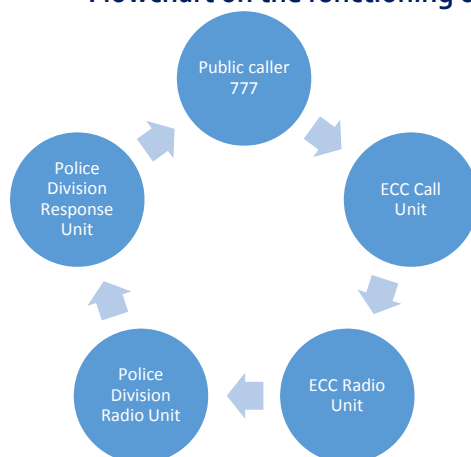
In addition UNDP supported SSNPS in developing standardized registers and reporting system for all ECC units and provided 250 registers, 1,000 daily reports forms, and 500 ECC stickers. In addition, UNDP also provided 1,000 reflector jackets for ECC responders and installed solar power back-up to ensure round the clock uninterrupted power. Moreover, UNDP supported the mapping of Juba city and installed 89 road and street signs, while installation of another 315 road signs is underway.

UNDP in collaboration with GIZ trained 648 (639 male, nine female) SSNPS personnel in all aspects of ECC functioning. The trained personnel were deployed in the ECC Call Unit, one ECC Radio Unit, six Police Division Radio Units and 12 Police Division Response Units. Table 3 and Chart 1 below show the types of ECC trainings and composition of trainees.

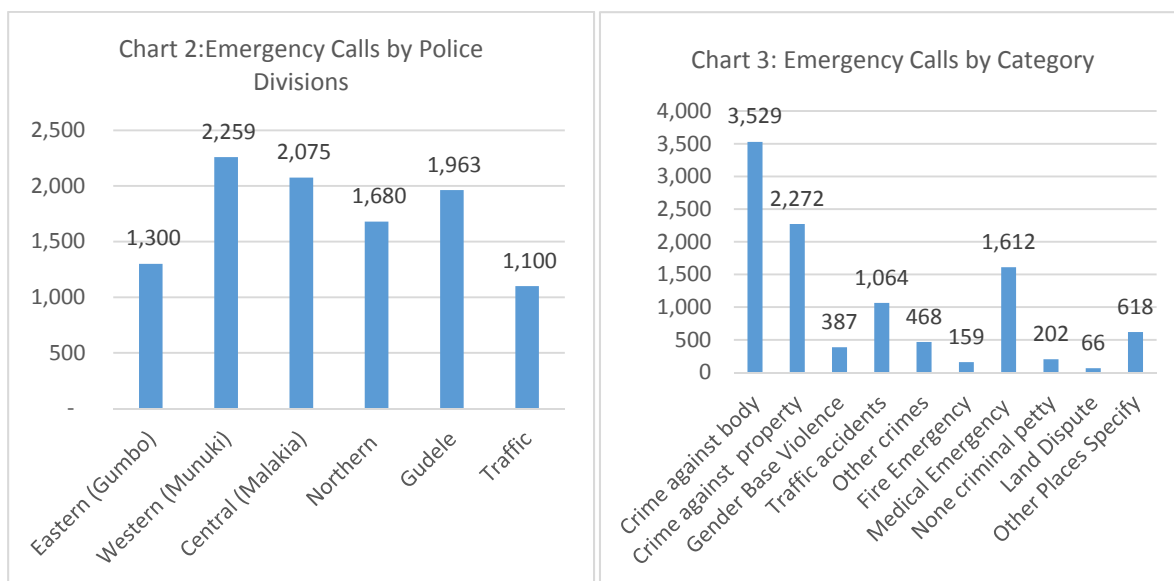
Type of Training	Male	Female	Total
Training of Trainers for ECC Response	20	0	20
ECC Responders	528	5	533
ECC Officers	51	4	55
Use of ECC Registers	40	0	40
Total	639	9	648

The people of Juba can now access the police around the clock for any emergency by dialing the toll free number 777 as under.

Flowchart on the functioning of SPU



ECC responders also apprehended perpetrators involved in criminal activities and handed them over to the concerned police divisions for further legal action. The ECC responders' interventions assisted in preventing loss of properties to thefts and recovery of stolen property. As the first and only emergency service provider in Juba, the ECC also provides assistance in medical emergencies especially for women and survivors of SGBV, traffic accidents and fire emergencies. The charts below show the emergency calls responded to by the ECC (through the respective police divisions and by category). In an assessment of Police performance conducted by the Community Empowerment for Progress Organization⁴, a citizen respondent noted that "South Sudan police service have first time demonstrated to me that they are police for civilians' protection not police for civilians' mistreatment."



200 police personnel working at national and state levels trained

The project trained 193 police personnel working in SPUs, and four social workers (three women) from the Ministry of Gender and Social Welfare in dealing with SGBV cases in six states (CES, WES, EES, WGS, NGS, and LKS). The training increased awareness among police personnel and social workers about gender sensitivity, and women-friendly policing services, enhanced their skills in investigating and handling SGBV cases professionally and effectively. The SPUs in five states were functional with these trained police personnel, who provide support to SGBV survivors through women friendly policing. SPUs handled 3,947 cases related to morality, gender related complaints, including 252 involving children in conflict with the law, and 101 missing children who were reunited with their families (Crime statistics reports, 2014 & 2015). Results of an assessment of the functionality of SPUs conducted in November 2014 revealed that SPUs services are being utilized by women, children, and vulnerable groups and are seen by communities as a useful means of accessing police services⁵.

Training materials and course content were developed by UNDP in consultation with the SSNPS and relevant UN agencies (UNFPA and IOM) and was approved by the Director of Moral Orientation and Public Relations. Pre and post training assessments pointed towards an increased understanding and knowledge of issues covered during the trainings. The following chart shows the composition of the training participants by states and gender.

⁴Community Empowerment for Progress Organisation Assessment Report on South Sudan Police Service performance

⁵DFID Assessment of SPUs Initial Summary of Key findings and Recommendations 3 Dec 2014 and Report on Assessment of Special Protection Units, 2014

STATE	Male	Female	TOTAL
CES	19	7	26
WES	14	16	30
EES	28	15	43
WGS	15	15	30
NGS	25	5	30
LKS	15	19	34
Total	116	77	193

100 police officers and 100 community members trained in community policing

Two hundred and seven participants including 108 police personnel (25 female) and 159 community members (35 female) were trained on community policing. Pre and post training assessments pointed to an increased understanding and knowledge of issues covered during the trainings. Table 5 shows the composition of participants (by states and gender) in the community policing trainings.

A total of 116 PCRC meetings and community policing outreach activities were organised attended by 6,375 participants (2,393 female) in CES, WES, EES, WGS, and NGS. Functionality of the PCRCs was enhanced through community policing training. Based on suggestions from PCRC meetings and outreach activities, police instituted patrols in Torit (EES), Wau (WGS), and Awiel (NGS), which resulted in the arrest of 26 and 70 suspected criminals in Torit and Wau respectively. In Juba (CES) and Yambio (WES) crime prone areas (hot spots) were identified and received increased vigilance and patrolling. The table below shows the number of police and community members trained in community policing.

State	Police		Community Members		
	Male	Female	Male	Female	Total
Central Equatoria	13	7	41	17	78
Eastern Equatoria	16	6	13	4	39
Western Equatoria	5	7	10	6	28
Western Bahr El Ghazal	10	5	9	6	30
Northern Bahr El Ghazal	14	0	16	2	32
Total	58	25	89	35	207

In addition the project provided furniture and stationery to the respective community policing units in five states to support the organization of PCRC meetings and community outreach activities. Col. Monday Enoka, Director of Moral Orientation and Public Relations, SSNPS, thanked UNDP for persistent support after receiving these items, and assured that police leadership would take full responsible for quality service to community. The table below shows the amount of furniture and stationery provided by location.

		GHQ	CES	WES	EES	WBS	NBS	Total
A	Office Equipment							
1	Plastic Tables	20	20	20	20	20	20	120

2	Plastic Chairs	50	50	50	50	50	50	300
B	Stationery							
1	Reams of A4 paper	5	5	5	5	5	5	30
2	Box Files	10	10	10	10	10	10	60
3	Pen Box	1	1	1	1	1	1	6
4	Flip Chart	10	10	10	10	10	10	60
5	Markers Box	1	1	1	1	1	1	6

Standardized police forms, registers, law book and handbooks printed

UNDP supported the SSNPS Directorate of Legal Affairs by printing six types of forms, five types of registers, six law books, and two guidelines/handbooks on handling SGBV and juvenile cases in accordance with national laws, rules, and regulations. Forms and registers at police stations are now being used to record complaints and have enabled standardized documentation and systematised record keeping process at police stations, headquarters, and directorates for day to day work.

Table 7: Description of Forms, Registers, Law and Handbooks

No.	Description	Quantity
A	Police criminal forms	
1.	First Information Report	100,000
2.	Report of Non-Cognizable Crime to Police	100,000
3.	Case Diary	50,000
4.	Arrest Form	100,000
5.	Criminal Medical Examination Form	100,000
6.	Autopsy	30,000
B	Registers	
7.	Police Station Diary	1,000
8.	Arrest Register	500
9.	Property Seizure Register	500
10.	Crime Register of Information	500
11.	Criminal Index Register/ Bail Bond Register	100
C	Law books	
12.	The Penal Code Act 2008	2,000
13.	Code of Criminal Procedure Act, 2008 with Code Criminal Procedure Act, 2008 Schedule	2,000
14.	The Code of Evidence Act, 2006	1,000
15.	The Child Act, 2008	1,000
16.	Police Act, Rules and Regulations	2,000
17.	Police Code of Conduct	3,000
D	Guidelines and handbooks	
18.	Police Duty Guidelines	2,000
19.	Women and Child Handbook	2,000

4. Promotion of Japanese visibility

In line with the policies and procedures of the Japan-UNDP Partnership Fund, the Japanese funding was announced and acknowledged at all events, including during the graduation ceremony for SGBV trainings (for SPU staff) and Community Policing trainings (for PCRC members), ECC trainings,

launch and handing over ceremony of equipment and furniture to the ECC. This acknowledgement was made by UNDP representatives at events as well as by senior Police leadership during their official remarks. Senior officials of the Japanese embassy were invited to make remarks. The logo “from the people of Japan” was affixed on the equipment and furniture items handed over to beneficiaries.



Special Protection Unit refurbished, provided with forms and law books and deployed with trained police personnel at Mukhtar Police Station, Wau, Western Bahr el Ghazal State

The Japanese logo and reference to Japanese funding also appeared on the invitations circulated by UNDP in respect of project events as well as on articles published on the UNDP South Sudan website and social media. Examples are provided below:

1. http://www.ss.undp.org/content/south_sudan/en/home/presscenter/articles/2014/09/22/first-emergency-call-centre-receives-tremendous-response-from-public-in-the-first-45-days.html
2. http://www.ss.undp.org/content/south_sudan/en/home/presscenter/articles/2014/07/07/over-500-police-personnel-trained-as-responders-for-south-sudan-s-first-emergency-call-centre.html
3. http://www.ss.undp.org/content/south_sudan/en/home/presscenter/pressreleases/2014/11/18/fifty-seven-police-officers-pass-out-as-emergency-call-centre-responders.html

5. Partnerships

The project worked closely with relevant national counterparts namely, JoSS, MoJ, and MoI (SSNPS and NPSSS). Collaboration took place at national and state level. The collaboration with these government institutions strengthened national ownership and political will for promoting access to justice and rule of law to vulnerable groups at state and national levels. This also enabled all rule of law institutions to improve interagency coordination that is necessary to respond to challenges facing the legal system in the country. Further, UNDP provided support in building strategic alliances and strengthening partnerships amongst rule of law institutions such as the Judiciary, MoJ, Police, and Prisons in addressing legal aid, protection of vulnerable groups, and overcoming rule of law sector bottlenecks.

UNDP also collaborated with Ministry of Telecommunication, Juba City Council, GIZ and mobile phone operators in the establishment and operationalization of first ECC in Juba. Further, close

coordination with other UN agencies (UNFPA, UNICEF, and IOM) was helpful for providing quality training with expertise in specialized areas of SGBV.

6. Monitoring and Evaluation

Project staff undertook periodic monitoring and evaluation missions to all project sites, except for NGS that could not be accessed due to insecurity. Law Enforcement Advisors and Rule of Law Officers based at state level regularly monitored implementation in collaboration with state level partners whilst the Chief Technical Advisor to the MoI and Programme Specialist had an oversight role. The UNDP project engineer closely monitored all the SPUs' renovation activities.

To strengthen the monitoring of the project and address challenges in a timely manner, bi-weekly, updates were prepared and submitted to the embassy of Japan from April 2015 to July 2015 whilst monthly and quarterly reports were produced during the course of the project. The Ambassador of the Government of Japan also attended the graduation ceremony in Wau, visited the SPU and attended the PCRC meeting amongst other project sites in Wau.

In 2015 the project also conducted an independent mid-term evaluation currently under finalisation. Preliminary findings of the evaluation show evidence that the A2J/RoL project is making important contributions to the achievement of long-term results for the rule of law sector in South Sudan and recommends developing a theory of change to provide a clear results chain to all the counterparts.

7. Challenges/Issues

- **Security situation:** The unstable security situation resulted in the withdrawal of project activities and staff from Jonglei, Upper Nile, Warrap, and Lakes states. However, project staff were able to travel to Lakes state and conducted SGBV training. Further, collaboration with UN agencies and UNMISS helped to complete the renovation of SPUs in Rumbek, Lakes State.
- **UNMISS mandate limitations:** As a result of the December 2013 crisis, the United Nations Mission in South Sudan (UNMISS) mandate was revised to focus primarily on the Protection of Civilians (PoC). The change affected the implementation of joint activities on SPUs and community policing. The project therefore collaborated with United Nations Children's Fund (UNICEF), International Organization for Migration (IOM), and United Nations Population Fund (UNFPA) to conduct relevant trainings.
- **Limited human and material capacity of SSNPS:** SSNPS has limited technical capacity and suitably qualified personnel to work in specialized units due to low level of education. In addition, lack of budgetary provision for specialized forensic equipment and recurring expenses also remained a challenge. The project provided trainings on SGBV, Community Policing, ECC responders, Crime Statistics to build institutional capacity.
- **Non-availability of furniture and equipment items in South Sudan:** South Sudan is still highly dependent on import from neighbouring countries for most of the items required like furniture, ICT equipment. Lengthy procurement processes delayed project implementation resulting in the project requesting one no cost extension to complete intended activities.

8. Lessons Learned and Way forward

- **Importance of public-private partnership:** The ECC component successfully brought together UNDP, MoI, MoT, Juba City Council, mobile operators and other development partners to implement the first private-public partnership in South Sudan. The ECC is a resounding success and the same arrangement is being replicated to other states.
- **Importance of collaborating with UN agencies:** The change in the UNMISS mandate resulted in the project seeking alternative partnerships with UNFPA, IOM, and UNICEF. This

collaboration reduced transaction costs for UNDP and created sustainable mechanism for collaborative training.

- **Importance of engagement with local counterparts:** Engagement with community members, and traditional leaders enabled establishment of PCRCs to improve interaction and trust between police and community to attend to local security issues. In addition continuous engagement with communities facilitated awareness and outreach activities in various locations.

9. Risks and Mitigation Measures

Risks	Mitigation Measures
<p>Inadequate infrastructure, particularly in the states hampering effective project implementation – especially at the grassroots e.g. accessibility of many counties in South Sudan remains a great challenge.</p>	<p>With regard to conducting PCRC meetings at county level, the project closely coordinated with existing police and community structure at local level.</p>
<p>Difficulty in coordinating with target groups, SSNPS, and stakeholders</p>	<p>Supported the police to establish and operationalise SPU working group at national level and ECC Technical Committee. This structures provided coordinating platform for stakeholders working in support of SPUs and ECC.</p>
<p>Unavailability of trainers in the selected state(s) and counties to train selected trainees</p>	<p>Coordinated with UNFPA, IOM to ensure availability of sufficient trainers and utilized services of SSNPS trainers.</p>
<p>Political turmoil and recurrent tribal clashes/confrontation in some states significantly slows down project implementation as the leadership of the affected states focus on resolving conflicts.</p>	<p>Worked closely with UNDSS to monitor security situation and develop contingency plan regarding implementation of project activities. Focused more on non-conflict affected states.</p>

10. Financial Summary(US\$)

Expenditure Report for the period 1 March 2014 to 31 July 2015 (US\$)*

Activity	Budget	2014	2015	Commitments	Total expenditure/ commitments	Balance
Renovation and equipping of 10 Special Protection Units (SPU) in seven states to strengthen institutional mechanisms through the establishment of victim friendly facilities and documentation	300,000.00	95,226.97	164,258.06	40,514.97	300,000.00	0.00
Facilitating access of vulnerable groups to Police through setting up of pilot Emergency Call Centre in Juba and promote public awareness	281,760.00	153,104.26	128,655.74	0.00	281,760.00	0.00
Provision of specialized training to SSNPS Officers on how to deal with SGBV cases	50,000.00	36,371.89	13,628.11	0.00	50,000.00	0.00
Provision of training for police officers and community members and provision of necessary furniture, equipment and stationery	50,000.00	41,367.12	8,632.88	0.00	50,000.00	0.00
Provision of specialized investigation kits, equipment, registers, forms, templates and handbook	50,000.00	0.00	50,000.00	0.00	50,000.00	0.00
Project Management	194,165.93	25,398.90	168,767.03	0.00	194,165.93	0.00
Total activity result	925,925.93	351,469.14	533,941.82	40,514.97	925,925.93	0.00
75100 –Facility and Administration (GMS 8%)	74,074.07	24,377.51	42,715.35	3,241.20	74,074.07	0.00
Total	1,000,000.00	375,846.65	576,657.17	43,756.17	1,000,000.00	0.00

*please note that 2015 figures are provisional