

JOINT PROGRAMME PROPOSAL

Programme Title: "United Nations Team of Experts on the Rule of Law and Sexual Violence in Conflict: 2020-2024"

Programme Impact: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. (SDG 16)

Achieve gender equality and empower all women and girls. (SDG 5)

Programme Outcome(s): Greater accountability for conflict-related sexual violence through prompt, effective and victim-sensitive criminal proceedings carried out in line with international standards

<p>Programme Duration: 5 years</p> <p>Start date: 1 January 2020 End date: 31 December 2024</p> <p>Fund Management Option: Pass-through</p> <p>Managing or Administrative Agent: Multi-Partner Trust Fund (MPTF)</p>	<p>Total estimated budget: \$14,449,317</p> <p>Out of which:</p> <p>1. Funded Budget: (approx.) \$1,325,757</p> <p>2. Unfunded budget: (approx.) \$13,123,560</p>
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<p>Sources of funded budget:</p> <p>Conflict-Related Sexual Violence MPTF</p> <ul style="list-style-type: none"> • Estonia €50,000 • Finland €100,000* • France In-kind • Italy €20,000** • Japan \$1,535,714* • Sweden ** • United Kingdom £1,000,000 <p><small>*earmarked funds not included in the funded budget above. **contribution amount to be confirmed</small></p>

Names and signatures of (sub) national counterparts and participating UN organizations

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Abbreviations and Acronyms

AU	African Union
C34	Special Committee on Peacekeeping Operations of the United Nations General Assembly (Fourth Committee)
CAR	Central African Republic
CRSV	Conflict-related sexual violence
CRSV-MPTF	Conflict-Related Sexual Violence Multi-Partner Trust Fund
CSO	Civil Society Organization
DOS	United Nations Department of Operational Support
DPPA	United Nations Department of Political and Peacebuilding Affairs
DPO	United Nations Department of Peace Operations
DRC	Democratic Republic of the Congo
EOSG	Executive Office of the Secretary-General
EU	European Union
GFP	Global Focal Point for the Rule of Law
HQ	Headquarters
ICGLR	International Conference on the Great Lakes
IOM	International Organization for Migration
ISIL	Islamic State in Iraq and the Levant
JCS	Justice and Corrections Service
KR-I	Kurdistan Region of Iraq
MENA	Middle East North Africa
MPTF	Multi-Partner Trust Fund
MPTF Office	Multi-Partner Trust Fund Office
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multinational Integrated Stabilization Mission in Mali
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
NGO	Non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
Office of the SRSG-SVC	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict
OHCHR	United Nations Office of the High Commissioner for Human Rights
SDG	Sustainable Development Goal
SRSG	Special Representative of the Secretary-General
SRSG-SVC	Special Representative of the Secretary-General on Sexual Violence in Conflict
UMIRR	Unité Mixte d'Intervention Rapide et de Répression des Violences Sexuelles (CAR)
UN	United Nations
UN Action	United Nations Action Against Sexual Violence in Conflict
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq

UNAMID	United Nations-African Union Mission in Darfur
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNITAD	United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL
UNMISS	United Nations Mission in the Republic of South Sudan
UNOCA	United Nations Regional Office for Central Africa
UNOCT	United Nations Office of Counter-Terrorism
UNODC	United Nations Office on Drugs and Crime
UNOWAS	United Nations Office for West African and the Sahel
UNSMIL	United Nations Support Mission in Libya
UNSOM	United Nations Assistance Mission in Somalia
Team of Experts	United Nations Team of Experts on the Rule of Law and Sexual Violence in Conflict
TOE	United Nations Team of Experts on the Rule of Law and Sexual Violence in Conflict
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women

1. Executive Summary

The United Nations Team of Experts on the Rule of Law and Sexual Violence in Conflict (Team of Experts or TOE) was created ten years ago by Security Council resolution 1888 (2009) to assist national authorities in strengthening the rule of law with the aim of ensuring criminal accountability for perpetrators of conflict-related sexual violence (CRSV). Subsequent Security Council resolutions have reinforced the mandate of the Team of Experts; further elaborated the causes and consequences of CRSV and its linkages with other crimes including terrorism, trafficking and transnational organized crime; and brought greater focus to the needs of victims and the importance of justice to respond to and prevent CRSV.

The current iteration of the Joint Programme continues to build upon the experiences and lessons learned by the Team of Experts while supporting national authorities in strengthening the rule of law over the past decade. Further, it recognizes that while there has been progress at the normative level, sexual violence, like other serious international crimes continue to be a common feature of armed conflict across the world and perpetrators are rarely brought to justice. It also recognizes that demand among Member States for assistance by the Team of Experts remains high, often surpassing the Team of Experts' ability to respond given financial and human capacity constraints.

Based on its experiences, the Team of Experts has developed a theory of change premised on the assumption that strong political will to pursue justice; improved technical and operational capacity of national rule of law institutions and actors; and enhanced cooperation, coordination, coherence and knowledge among actors will enable effective, victim-sensitive criminal proceedings for CRSV in line with international standards, resulting in increased accountability for such crimes and ultimately contributing to long-term peace, security and development.

Based on this theory of change, the Joint Programme will focus on (i) enhancing political will to promote accountability for CRSV at national, regional and international levels; (ii) enhancing technical and operational capacity of national rule of law institutions and actors to address accountability for CRSV; and (iii) enhancing cooperation, coordination, coherence and knowledge among the range of actors (governments, civil society organizations (CSO), non-governmental organization (NGO), United Nations, etc.) working to promote accountability for CRSV.

In undertaking its work, the Team of Experts will continue to provide a “One UN” response to Member States through the use of a “co-lead entity” structure that currently includes the Department of Peace Operations (DPO), the Office of the High Commissioner for Human Rights (OHCHR); the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict (Office of the SRSG-SVC) and the United Nations Development Programme (UNDP). The Team of Experts works under the overall strategic leadership of the Special Representative of the Secretary-General on Sexual Violence in Conflict (SRSG-SVC). This approach allows the Team of Experts to draw upon the comparative advantage of each co-lead entity to ensure coherence and maximum impact and also to feed its experiences back to the co-lead entities to strengthen their respective rule of law programmes. The Team of Experts also engages with UN partners through inter-agency coordination arrangements, most notably the Global Focal Point for the Rule of Law (GFP) and UN Action Against Sexual Violence in Conflict (UN Action).

Through its efforts, the Team of Experts seeks to contribute to the realization of the 2030 Agenda for Sustainable Development Goals (SDG), in particular Goal 16 (peace, justice and strong institutions) and Goal 5 (gender equality and empowerment of women and girls). The work of the Team of Experts also contributes to other UN agendas, including Women, Peace and Security pursuant to Security Council resolution 1325 (2000) and the Sustaining Peace agenda endorsed by General Assembly in resolution 70/262 (2016).

2. Situation Analysis

A. Context

Over the past decade, there has been an evolution in the understanding of the causes and consequences of CRSV and its impact on international peace and security, as well as its linkages to other crimes including terrorism, trafficking and transnational organized crime. In addition, there is now greater recognition that the root causes of CRSV must be addressed. These root causes include structural gender-based inequalities, discrimination and harmful social norms, which drive sexual violence in peacetime and further expose affected populations, particularly women and girls, but also men

and boys, to sexual violence when protective systems and structures are weakened or destroyed during conflict. In such contexts, weak adherence to the principles of rule of law and democratic governance result in the lack of independent and impartial justice institutions. This in turn undermines public confidence in rule of law institutions and actors, perpetuating instability and conflict.

It is now widely accepted that perpetrators of serious conflict-related crimes including sexual violence must be brought to justice, and the international normative framework for such crimes continues to develop and become increasingly robust. At the same time, CRSV continues to be a prominent feature of conflicts across the world and criminal proceedings against such perpetrators continue to be exceptional, whether in national, regional or international jurisdictions. There is no shortage of political rhetoric on the importance of justice and accountability for CRSV, but this has not been translated into investigations and prosecutions – which remain few, if non-existent, for many conflicts.

The most recent annual report of the Secretary-General on CRSV covers nineteen countries, and its annex lists 50 parties to armed conflict as being “credibly suspected of committing or being responsible for patterns of rape or other forms of sexual violence in situations of armed conflict on the agenda of the Security Council.”¹ These parties include both State actors and non-State actors, six of which are designated terrorist groups on the Al’Qaida/ISIL Sanctions List.² The report provides an overview of sexual violence perpetrated against thousands of victims, but these are likely only the “tip of the iceberg” in terms of the actual numbers of victims, of whom very few have been able to secure any sense of justice.

B. Response

Against this background, Member States and the United Nations have taken a number of steps which demonstrate their desire and willingness to address CRSV as a critical human rights, peace and security and development challenge.

Member States through the UN General Assembly adopted Agenda 2030 better aligning peacebuilding and development trajectories. With the adoption of the SDGs in September 2015, Member States reaffirmed their commitment to “leave no one behind” in the quest “to free the human race from the tyranny of poverty and want, and to heal and secure our planet.”³ While acknowledging that human development must encompass the priorities of peace and security, the international community endorsed a new, more comprehensive framework for advancing global development in the face of ongoing complex and multidimensional challenges.

The UN Security Council adopted resolutions 1820 (2008), 1888 (2009), 1960 (2010), 2106 (2013), 2331 (2016), 2447 (2018) and 2467 (2019), which have bolstered international efforts to prevent and respond to CRSV. In these resolutions, the Security Council has also declared that ending impunity for sexual violence in conflict is essential to the restoration of peace, reconciliation amongst communities, and deterrence of conflict-related sexual crimes in the future.

Former Secretary-General Ban Ki-moon adopted the Human Rights Up Front initiative, which has been continued by Secretary-General António Guterres, to increase the effectiveness of the UN system in protecting human rights and preventing conflict, strongly emphasizing the responsibility of the United Nations to support universal human rights and address early signs of serious violations and their political implications, including for CRSV.

The former Secretary-General also launched a Plan of Action to Prevent Violent Extremism⁴ which was built upon by Secretary-General Guterres through the signature of the new UN Global Counter-Terrorism Coordination Compact. The Compact aims to strengthen coordination and coherence in the counter-terrorism and prevention of violent extremism work of the UN system. These initiatives are critical for addressing CRSV since they are being used extensively by terrorist groups such as Boko Haram, Islamic State in Iraq and the Levant (ISIL), Al-Shabaab and the Lord’s Resistance Army.

Several important initiatives have been launched that recognize the impact of today’s sociopolitical issues and the need to align the human rights, peacebuilding and development work across the UN system. These initiatives include a number of significant reviews of the UN – namely the High-Level Independent Panel on Peace Operations, the Advisory Group of

¹ S/2019/280.

² https://www.un.org/securitycouncil/sanctions/1267/aq_sanctions_list.

³ See <https://sustainabledevelopment.un.org/post2015/transformingourworld>.

⁴ https://www.un.org/en/ga/search/view_doc.asp?symbol=A/70/674.

Experts on the Review of the Peacebuilding Architecture, and the Global Study on UNSCR 1325 - which highlighted common themes relevant to all areas of UN work, such as the importance of conflict prevention; the need to strengthen partnerships; and the need to promote opportunities for greater participation of women and girls, particularly in conflict prevention and peacebuilding processes. Additionally, the reports of all of these reviews highlighted the importance of sustained financing and management of resources and capacities and the need for greater flexibility, efficiency and coordination to overcome operational hurdles and ensure rapid responses at the field level.

While many of the UN initiatives referenced above broadly focus on human rights, peace and security and development issues, the United Nations has also taken steps to specifically address accountability for CRSV.

Team of Experts

In order to help address the lack of accountability for CRSV, the Security Council adopted resolution 1888 (2009) which created the Team of Experts with the mandate to assist national authorities in strengthening the rule of law by ensuring criminal accountability for perpetrators of CRSV. The Team of Experts is the only dedicated Security Council mandated entity to provide this type of support on a global basis. The Team of Experts functions under a “co-lead entity” structure that currently includes DPO, OHCHR, UNDP and the Office of the SRSO-SVC as the lead United Nations mandate holder for CRSV. This approach allows the Team of Experts to draw upon the comparative advantage of each of the co-lead entities to ensure coherence and maximum impact and also to enable feed back to the co-lead entities to strengthen their respective approaches and programmes. Through this approach, the Team of Experts seeks to complement and further the implementation of the respective mandates and activities of its co-lead entities regarding CRSV.

Since its creation, demand among Member States for assistance by the Team of Experts has increased, often surpassing its ability to deliver given current financial and human capacity constraints. As a reflection of this demand, the Security Council in five separate resolutions, exhorted Member States to make use of the Team of Experts to address impunity for CRSV. The Team of Experts has been requested to provide assistance explicitly in ten joint and unilateral communiqués and frameworks of cooperation negotiated by the SRSO-SVC with Member States and non-State actors. To date, the Team of Experts has deployed to sixteen Member States; provided assistance to three regional organizations; and provided additional *ad hoc* advice at UN HQ and on the ground as needed and requested by Member States or the UN system.

Co-lead Entities

Office of the SRSO-SVC⁵

The Office of the SRSO-SVC is an office of the UN Secretariat and supports the SRSO-SVC. The SRSO-SVC serves as the United Nations’ spokesperson and political advocate on CRSV. The SRSO-SVC chairs UN Action and provides strategic leadership to the Team of Experts.

The Office of the SRSO-SVC was established by Security Council resolution 1888 (2009). In April 2017, the UN Secretary-General appointed Ms. Pramila Patten as the current SRSO-SVC. After assuming office SRSO Patten established the following three strategic priorities for the mandate: (i) converting cultures of impunity into cultures of justice and accountability through consistent and effective prosecution; (ii) fostering national ownership and leadership for a sustainable, survivor-centered response; and (iii) addressing the root causes of CRSV with structural gender inequality and discrimination, poverty and marginalization as its invisible driver in times of war and peace.

Department of Peace Operations⁶

DPO, currently led by Under-Secretary General for Peace Operations, Mr. Jean-Pierre Lacroix, provides political and executive direction to UN peace operations around the world and maintains contact with the Security Council, troop and financial contributors, and parties to the conflict in the implementation of Security Council mandates.

⁵ <https://www.un.org/sexualviolenceinconflict/about-us/about-the-office/>.

⁶ <https://peacekeeping.un.org/en/department-of-peace-operations>.

Peacekeeping is an inherently political endeavour and its ultimate success depends on active and sustainable political processes or the real prospect of a peace process. DPO works to integrate the efforts of United Nations, governmental and non-governmental entities in the context of UN peace operations. DPO also provides guidance and support on military, rule of law, mine action and other relevant issues to UN political and peacebuilding missions.

Of particular relevance to the Team of Experts is DPO's work through its Office of Rule of Law and Security Institutions that supports the police, justice and corrections components in UN peace operations as they work with national authorities to protect civilians, extend State authority, re-establish law and order and stabilize conflict and post-conflict situations. The Office of Rule of Law and Security Institutions provides expertise and integrated guidance in the key areas of police, justice, corrections, security sector reform, mine action and disarmament, demobilization and reintegration. The Team of Experts includes members from the Justice and Corrections Service (JCS) and the Police Division of the Office of Rule of Law and Security Institutions who support the delivery of mission mandates on justice and accountability for CRSV.

Office of the High Commissioner for Human Rights⁷

OHCHR is the leading UN entity on human rights, entrusted by the General Assembly with a unique mandate to promote and protect all human rights for all people. Currently led by High Commissioner Ms. Michelle Bachelet, OHCHR plays a crucial role in safeguarding the integrity of the three interconnected pillars of the United Nations – peace and security, human rights and development.

With a leading human rights role and the important task of mainstreaming human rights into the UN system, OHCHR works with governments, civil society, national human rights institutions, other UN entities and regional and international organizations, to promote and protect human rights. OHCHR methods of work focus on three major dimensions: standard-setting, monitoring, and supporting Member States with implementation on the ground. OHCHR also focuses on supporting Member States to protect human rights in the context of development (and especially Agenda 2030) and peace and security.

OHCHR provides substantive and secretariat support to the different UN human rights bodies as they discharge their standard-setting and monitoring duties. OHCHR, for example, serves as the Secretariat of the Human Rights Council; supports the work of special procedures to monitor human rights in different countries or in relation to specific issues; and supports the core human rights treaty bodies mandated to monitor State parties' compliance with their treaty obligations. In addition, OHCHR works to support Member States' implementation of international human rights standards in all countries, including through its field presences (for instance human rights components of peace operations). OHCHR plays an essential role in identifying, highlighting, and developing responses to human rights challenges; monitoring human rights situations, trainings, and support in the areas of administration of justice, legislative reform, human rights treaty ratification, and human rights education. Of particular relevance to the Team of Experts is OHCHR's work on Equality, Development and Rule of Law, including especially as regards monitoring and investigations, gender equality and discrimination, victims' rights and justice. The Team of Experts includes a member from the Equality, Development and Rule of Law Section of OHCHR.

United Nations Development Programme⁸

UNDP, currently led by UNDP Administrator Mr. Achim Steiner, works in approximately 170 countries and territories, helping to eradicate poverty in all its forms and dimensions; accelerate structural transformations for sustainable development; and build resilience to crises and shocks, including at the humanitarian-development-peace nexus where it is uniquely situated because of its development mandate and integrator function.

Of particular relevance to the Team of Experts is the work of UNDP's Crisis Bureau's Global Programme on Strengthening the Rule of Law and Human Rights for Sustaining Peace and Fostering Development, which seeks to cultivate the conditions for people to experience greater peace and development and to be active participants in the decisions that affect their lives. Specifically, the Global Programme supports national partners to address the drivers of violent conflict and foster resilient communities that are supported by just institutions. The Global Programme also

⁷ <https://www.ohchr.org/EN/pages/home.aspx>.

⁸ <https://www.undp.org/content/undp/en/home/crisis-response.html>.

focuses on supporting the people and places most in need to ensure that no one is left behind in the 2030 Agenda for Sustainable Development. Its efforts seek to strengthen the connections between people and their representatives, institutions at all levels of government, and states to one another to diminish inequalities and build positive peace. UNDP's demand-driven support is designed to kick-start progress towards: (i) greater political engagement; (ii) improved capacity of justice, security, and human rights institutions; (iii) responsive and accountable community security; (iv) the promotion and protection of human rights; (v) non-recurrence through transitional justice processes; (vi) access to justice for all; and (vii) women's equal participation in the justice and security sectors and ending sexual and gender-based violence. The Team of Experts includes a member from the UNDP Rule of Law, Security & Human Rights for Sustaining Peace and Development team who supports the strengthening of the rule of law and human rights for sustained peace and development.

UNDP also includes the Global Policy Network, which seeks to become a cutting-edge provider of timely development advice; provide support to country offices and programme countries in an integrated and coherent manner to instantly connect countries to the world of knowledge, resources and networks of best practice they need to achieve development breakthroughs.

Coordination Arrangements

Global Focal Point for the Rule of Law

The GFP is a UN platform co-chaired by DPO and UNDP that was established in 2012 to strengthen the provision of rule of law assistance to address and prevent violent conflict, to protect human rights and to restore justice and security for conflict-affected people. The GFP is a field-focused arrangement that enables UN entities, including the Executive Office of the Secretary-General (EOSG), OHCHR, United Nations High Commissioner for Refugees (UNHCR), United Nations Office on Drugs and Crime (UNODC), United Nations Office for Project Services, United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and others, to jointly pursue shared objectives, in accordance with their mandates and capacities. GFP partners promote UN norms and standards, including gender mainstreaming and human rights-based approaches.

GFP coordinating platforms and working group arrangements are established both at UN HQ and in the field to increase UN coherence, align strategies and programs with national development plans, serve as a single entry-point for host governments, and to achieve better results drawing on the expertise of the contributing agencies.

Through joint assessments, planning and programming, the GFP arrangement has been supporting a coordinated UN approach to rule of law assistance, relying primarily on voluntary funding and striving to increase impact and results by: (i) reducing competition; (ii) leveraging expertise; and (iii) encouraging innovation. The GFP and the Team of Experts are complementary and mutually beneficial. The GFP's scope encompasses rule of law broadly, while the scope of the Team of Experts' work is narrowly focused on accountability for CRSV. Moreover, while the Team of Experts is an operational entity which provides assistance directly to national authorities, the GFP is primarily a coordination mechanism for UN entities engaged in the rule of law area. The membership of DPO, OHCHR and UNDP in both the Team of Experts and the GFP ensures programmatic coherence and the optimization of resources across the key UN entities working on justice and accountability for conflict-related crimes including sexual violence.

UN Action Against Sexual Violence in Conflict

UN Action unites efforts across the UN system with the goal of ending sexual violence in conflict. The network is composed of fourteen UN entities and is chaired by the SRSG-SVC. The network represents a concerted effort by the United Nations to work as one by amplifying advocacy, improving coordination and accountability, and supporting country efforts to prevent CRSV and respond effectively to the needs of survivors. Current member entities include DPO, United Nations Department of Peacebuilding and Political Affairs (DPPA), International Organization for Migration (IOM), Office for the Coordination of Humanitarian Affairs, OHCHR, Joint United Nations Program on HIV/AIDS, UNDP, United Nations Population Fund, UNHCR, United Nations Children's Fund, United Nations Office for Disarmament Affairs, UN Women, World Food Programme and World Health Organization.

3. Proposed Programme: Mandate, Lessons Learned and Theory of Change

A. Mandate

The Team of Experts was created by Security Council resolution 1888 (2009) to “deploy ... to situations of particular concern with respect to sexual violence in armed conflict, working through the United Nations presence on the ground and with the consent of the host government, to assist national authorities to strengthen the rule of law.” Pursuant to resolution 1888 (2009), the mandate of the Team of Experts is to: (i) work closely with national legal and judicial officials and other personnel in the relevant governments’ civilian and military justice systems to address impunity, including by strengthening national capacity and drawing attention to the full range of justice mechanisms to be considered; (ii) identify gaps in national response and encourage a holistic national approach in addressing CRSV, including by enhancing criminal accountability, judicial capacity and responsiveness to victims (such as reparations mechanisms); (iii) make recommendations to coordinate domestic and international efforts and resources to reinforce governments’ ability to address CRSV; and (iv) work with other UN mechanisms including the UN Mission, Country Team, and the SRSG-SVC.

Since the adoption of resolution 1888 (2009), the Security Council has further encouraged Member States to draw upon the expertise of the Team of Experts in additional resolutions:

- In resolution 2106 (2013), the Security Council “encourages concerned Member States to draw upon the expertise of the United Nations Team of Experts established pursuant to resolution 1888 (2009) as appropriate to strengthen the rule of law and the capacity of civilian and military justice systems to address sexual violence in armed conflict and post-conflict situations as part of broader efforts to strengthen institutional safeguards against impunity.”
- In resolution 2331 (2016), the Security Council “takes note with appreciation of the efforts undertaken by the [...] Team of Experts on Rule of Law and Sexual Violence in Conflict to strengthen monitoring and analysis of sexual violence in conflict, including when associated with trafficking in persons in armed conflict and post-conflict situations, used as a tactic of war and also as a tactic by certain terrorist groups”.
- In resolution 2447 (2018), the Security Council “requests the United Nations to emphasize prevention and response to conflict related sexual and gender-based violence and [...] assist national authorities to strengthen the rule of law, for instance through the work of the Team of Experts on the Rule of Law and Sexual Violence in Conflict.”
- In resolution 2467 (2019) the Security Council “stresses the critical role of the domestic investigation and judicial systems of Member States to prevent and eliminate sexual violence in conflict and to ensure accountability for those responsible, and requests relevant United Nations entities including the Team of Experts on the Rule of Law and Sexual Violence in Conflict established pursuant to resolution 1888 (2009) to support national authorities in their efforts in this regard.”

In line with its mandate, the Team of Experts focuses its efforts primarily on countries contained in the annual report of the Secretary-General on CRSV.⁹ However, the Team of Experts may also be engaged in other countries, upon request of national authorities, as well as the strategic advice of the SRSG-SVC.

B. Lessons Learned

In 2018, the Team of Experts recruited an external expert to conduct an independent mid-term review of its work. The purpose of the mid-term review was to assess the effectiveness of the Team of Experts in helping national authorities respond to CRSV in order to combat impunity and ensure accountability. The review covered the period from January 2015 to December 2017, approximately mid-way into the 2015-2019 Joint Programme, and resulted in a report containing findings and recommendations.¹⁰ Materials relating to the inception and operationalization of the Team of Experts were

⁹ S/2019/280.

¹⁰ Report of the Mid-term Review of the 2015-2019 Joint Programme of the United Nations Team of Experts on the Rule of Law / Sexual Violence in Conflict, July 2018.

also reviewed to assess how the Team of Experts evolved over time. In summary, the review found the co-lead entity structure to be an “innovative and efficient arrangement” and the Team of Experts to be a “flexible and responsive mechanism that effectively supports Member States in strengthening their rule of law responses to conflict-related sexual violence.”

In terms of the quality of its work, the review described the Team of Experts as a “small but mighty” expert team and as a team that in many ways was closer to the ground than most in UN HQ, partly due to the fact that each Team of Experts member spends a lot of time in the field. The review also noted that interlocutors were often impressed with the expertise of individual Team of Experts members and largely agreed that the Team of Experts contributes to broader rule of law initiatives by providing very specific expertise on CRSV.

The review further noted that the Team of Experts fills a gap in prevention and response to CRSV that is not easily found elsewhere in the United Nations. When this is combined with operational flexibility, the review found that the added value of the Team of Experts is clear. At the field/national level, the review noted that the Team of Experts' status as an HQ entity with links to the co-lead entities at HQ level as well as access to the United Nations' most senior leadership including the Secretary-General through the SRSG-SVC provides leverage and weight to its efforts. Several interlocutors expressed the view that at the field level the Team of Experts was perceived by partners as operationally very strategic and politically savvy, often being in a position to take a step back and look at the country or regional context “in a more objective and comprehensive way than most United Nations and NGO staff operating inside the given country or region.”

In terms of recommendations, the review proposed, among other things, enhancing the engagement by the co-lead entities to ensure greater ownership; strengthening the strategic results framework and monitoring and evaluation system to better demonstrate results; reinforcing the capacity of the Team of Experts, for example with specialized expertise in military justice; enhancing the visibility of the Team of Experts' work; increasing engagement with donors; and clarifying the structure and functions of the Team of Experts in relation to the Office of the SRSG-SVC and UN Action.

Based on the findings of the mid-term review as well as lessons learned compiled after almost nine years in existence, the Team of Experts developed this 2020-2024 Joint Programme representing the fourth phase¹¹ of its work.

C. Theory of Change

Overview

The Team of Experts' theory of change is based on the premise that (i) strong political will; (ii) improved technical and operational capacity of national rule of law institutions and actors; and (iii) enhanced cooperation, coordination, coherence and knowledge among actors will enable effective, victim sensitive criminal proceedings for CRSV in line with international standards, resulting in increased accountability for such crimes and ultimately contribute to long-term peace, security and development. Each of these three components is critical for criminal proceedings to be initiated and successfully concluded. Thus, no amount of technical assistance will be effective without a conducive political environment. Similarly, the lack of coordination with other relevant actors can seriously undermine efforts to pursue justice, regardless of the existence of strong political commitment to combat impunity or the development of necessary technical and operational capacity.

The Team of Experts will pursue its theory of change in line with the principles of national ownership, leadership and responsibility, and utilizing a victim-sensitive and human rights-based approach. In pursuing its theory of change, the Team of Experts will work with UN and external partners, ensuring that its work is integrated and aligned with the co-lead entities at both UN HQ and in the field.

Analysis of Political Will

Problem: The lack of political will to promote accountability for CRSV at the national, regional and international levels undermines accountability efforts by preventing the adoption and implementation of internationally compliant laws,

¹¹ The Team of Experts' previous Joint Programmes were the 2011 Joint Programme; 2012-2014 Joint Programme and the 2015-2019 Joint Programme.

policies, and procedures; impeding criminal proceedings; maintaining existing gender norms and gender-based discrimination and stereotypes that may negatively impact and stigmatize victims of CRSV; and limiting resources for rule of law institutions and actors.

Assumption: The assumption is that enhancing political will to promote accountability for CRSV at the national, regional and international levels will promote the adoption and implementation of internationally compliant laws, policies, and procedures; enable criminal proceedings; challenge existing gender norms and gender-based discrimination and stereotypes that negatively impact and stigmatize victims of CRSV; and increase available resources for rule of law institutions and actors.

Approach: Security Council resolution 1888 (2009) mandates the Team of Experts to work “with the consent of the host government [. . .] to assist national authorities to strengthen the rule of law.” Through engagement with Member States; international, regional, and national mechanisms and bodies, including the Security Council; NGOs; CSOs and others, the Team of Experts seeks to generate political will to promote accountability for CRSV and ensure consistent political advocacy around accountability efforts. The Team of Experts also utilizes opportunities provided by the SRSG-SVC’s formal agreements with Member States in the form of joint communiqués and frameworks of cooperation, the Security Council’s country-specific mandates for UN peace operations, and the Secretary-General’s country and thematic reports to highlight the need for justice and accountability.

Evidence: The Team of Experts has successfully utilized the opportunities provided by the inclusion of strong accountability-related language in the SRSG-SVC’s formal agreements with Member States, the Security Council’s country-specific mandates for UN peace operations, the Secretary-General’s country and thematic reports, as well as other channels. These efforts have led to Member States requesting or consenting to the assistance of the Team of Experts as well as expanding the scope for assistance by the Team of Experts under country-specific peace operations mandates. This has been the case, for example, with the Team of Experts’ support to the military justice authorities in the Democratic Republic of the Congo (DRC), where the SRSG-SVC signed a joint communiqué on preventing and addressing CRSV and the Security Council has mandated United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) to support the Congolese authorities in investigating and prosecuting serious conflict-related crimes including sexual violence.

Risk: Even with evidence demonstrating the positive results of the proposed approach, there are still risks, including (i) domestic power structures and dynamics inhibiting law reform and accountability efforts despite the political will of relevant actors; (ii) political will not translating into changes in gender norms and gender-based discrimination and stereotypes that negatively impact and stigmatize victims of CRSV; and (iii) political will at the national, regional and international levels not translating into an increase in resources for rule of law institutions and actors.

Analysis of Technical and Operational Capacity

Problem: The lack of technical and operational capacity of national rule of law institutions and actors to address accountability for CRSV limits the geographical presence and professionalism of justice authorities and other actors, leading to accountability processes which are not compliant with international standards, further undermining confidence in the justice system and contributing to continued instability and conflict.

Assumption: The assumption is that enhancing the technical and operational capacity of national rule of law institutions and actors to address accountability for CRSV will increase the geographical presence and professionalism of justice authorities, contributing to an increase in internationally compliant accountability processes, building confidence in the justice system and promoting stability and reducing conflict.

Approach: Security Council resolution 1888 (2009) mandates the Team of Experts to “identify gaps in national responses and encourage a holistic national approach” as well as to “work closely with national legal and judicial officials and other personnel in the relevant governments’ civilian and military justice systems to address impunity, including by the strengthening of national capacity, and drawing attention to the full range of justice mechanisms to be considered.” Based on this mandate, the Team of Experts provides technical and operational support on the basis of assessments it undertakes to strengthen the geographical presence and professionalism of rule of law authorities and other actors in areas including, inter alia, (i) criminal investigations and prosecutions; (ii) military justice; (iii) legislative reform; (iv) protection of

victims and witnesses; and (v) reparations for victims. In addition to specific technical and operational support, the Team of Experts assists governments in developing strategies, plans of action and policy and guidance tools, to address accountability for CRSV.

Evidence: The Team of Experts, together with the Office of the SRSG-SVC, UN peace operations and UNCTs, has provided technical and operational support in a number of countries, including the Central African Republic (CAR), Cote d'Ivoire, the DRC, Guinea, Somalia and South Sudan. Such technical and operational support has resulted in significant positive developments toward accountability for CRSV, including the establishment of the rapid response unit within the police and gendarmerie to investigate sexual and gender-based violence in the CAR in 2017, the indictment by a panel of judges of 15 high-level individuals in Guinea for crimes committed at the Conakry Stadium in September 2019, including sexual violence against 109 women and girls, and the conviction by a military court of a provincial parliamentarian and his co-defendants for the serial rapes and murders of 39 children in DRC in December 2017 and upheld on appeal in July 2018.

Risk: Even with evidence demonstrating the positive results of the proposed approach, there are still risks, including (i) political instability and insecurity in the countries where the Team of Experts is engaged; (ii) insufficient resources and capacities to meet the needs of national rule of law institutions and actors; (iii) internal and external processes and procedures that delay the Team of Experts' engagement; and (iv) delays on the part of national counterparts in moving forward with capacity-building initiatives.

Analysis of Cooperation and Coordination

Problem: The lack of cooperation, coordination, coherence and knowledge among the range of actors (governments, CSOs, NGOs, United Nations, etc.) working to promote accountability for CRSV limits information sharing, creates unrealistic expectations, contributes to fragmentation, reduces available resources and undermines efforts to deliver justice in an integrated, coherent and sustainable manner in line with international standards.

Assumption: The assumption is that enhancing cooperation, coordination, coherence and knowledge among the range of actors (governments, CSOs, NGOs, United Nations, etc.) working to promote accountability for CRSV will improve information sharing, foster realistic expectations, reduce fragmentation, increase available resources and facilitate the delivery of justice in an integrated, coherent and sustainable manner in line with international standards.

Approach: Security Council resolution 1888 (2009) mandates the Team of Experts to "make recommendations to coordinate domestic and international efforts and resources to reinforce the government's ability to address sexual violence." Based on this mandate, the Team of Experts tracks and analyzes country situations for CRSV as well as any corresponding response by rule of law institutions and actors, and utilizes its findings and analysis from assessments to inform its discussions with relevant authorities and partners to plan and coordinate future engagements. The Team of Experts also draws upon its engagements in a wide range of contexts to foster experience sharing and learning between counterparts in countries that have experienced CRSV.

Evidence: The Team of Experts has used its technical assessment missions and reports to highlight to governments and partners substantive areas for greater focus; coordinated with UN and non-UN partners to ensure coherence and impact of engagements in focus countries; and facilitated experience sharing exercises to enhance knowledge and understanding on how to address accountability for CRSV, for example between the Government of Cote d'Ivoire and Sierra Leone. The Team of Experts has also utilized the GFP to ensure linkages between its work and other UN actors working on justice and accountability, most notably in relation to CAR, DRC, Guinea and South Sudan.

Risk: Even with evidence demonstrating the positive results of the proposed approach, there are still risks that limit cooperation and coordination, including (i) differing or competing priorities within and outside the United Nations; (ii) differing, overlapping or competing mandates between the Team of Experts and other UN and non-UN actors; (iii) lack of technical and financial resources to address identified gaps; (iv) constraints and earmarking by Member States limiting the flexibility, timing and use of funding; and (v) resistance to coordination with a small New York based team such as the Team of Experts by larger UN entities deployed or deploying to a specific country.

Inputs

Key inputs required for the initiatives being pursued by the Team of Experts under the Joint Programme will require the support of the co-lead entities and include: (i) consistent, reliable and sustained funding with limited earmarking or conditions – particularly as the Team of Experts operates exclusively on extra-budgetary funding; (ii) qualified and stable staffing – the Team of Experts is a very small team that depends greatly on each of its members to achieve its objectives; (iii) Member State and UN support – the Team of Experts depends on the support and engagement of Member States and co-lead entities and the UN system more broadly to implement its mandate; and (iv) complementarity with other actors – the Team of Experts cannot succeed if it works in isolation of other actors supporting efforts to address accountability for CRSV and prevent impunity overall for serious conflict-related crimes.

See below **Diagram 1: Theory of Change**.

Goal	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. (SDG 16) Achieve gender equality and empower all women and girls. (SDG 5)
Outcome	Greater accountability for CRSV through prompt, effective and victim-sensitive criminal proceedings carried out in line with international standards.
Assumption	Strong political will; enhanced cooperation, coordination, coherence and knowledge among actors; and improved technical and operational capacity will enable effective, victim-sensitive criminal proceedings for CRSV in line with international standards resulting in increased accountability for such crimes and ultimately contributing to long-term peace, security and development.

Accountability Ceiling

Outputs	Political will to promote accountability for CRSV at national, regional and international levels enhanced.	Technical and operational capacity of national rule of law institutions and actors to address accountability for CRSV enhanced.	Cooperation, coordination, coherence and knowledge among the range of actors (governments, CSOs, NGOs, United Nations, etc.) working to promote accountability for CRSV enhanced.	
Assumptions	Enhancing political will to promote accountability for CRSV at national, regional and international levels will increase available resources for justice institutions; enable investigative, prosecutorial and judicial processes; promote the adoption and implementation of internationally compliant laws, policies and procedures; and challenge existing gender norms and gender-based discrimination and stereotypes that negatively impact and stigmatize victims of CRSV.	Enhancing the technical and operational capacity of national rule of law institutions and actors to address accountability for CRSV at the national level will increase the presence, capacity and professionalism of justice authorities, leading to an increase in internationally compliant accountability processes, building confidence in the justice system and contributing to increasing stability and conflict reduction.	Enhancing cooperation, coordination, coherence and knowledge among the range of actors (governments, civil society organizations, NGOs, United Nations, etc.), working to promote accountability for CRSV will improve information sharing, foster realistic expectations, reduce fragmentation and facilitate the delivery of justice in an integrated, coherent and sustainable manner in line with international standards and the expectations of victims and other relevant groups.	
Inputs	Member State & UN Support (DPO, OHCHR, Office of the SRSG-SVC, UNDP, etc.)	Human Resources	Financial Resources	Complementary Efforts
Principles and Approaches	<ul style="list-style-type: none"> - National Ownership - National Leadership - Partnerships with other UN and external entities - Human Rights-Based and Survivor Centered Approach 			

Causes	<p style="text-align: center;">Immediate / Proximate Causes</p> <ul style="list-style-type: none"> - Lack of complaints alleging CRSV due to unwillingness and/or inability to report. - Lack of accountability for CRSV.
	<p style="text-align: center;">Underlying Causes</p> <ul style="list-style-type: none"> - Lack of confidence in the justice system and state authority. - Lack of safety and security. - Lack of awareness about the rights of victims and the responsibilities of the state. - Lack of access to, availability of, and resources for comprehensive multi-sectoral services and support to address CRSV. - Stigma around being a victim of CRSV. - Lack of coordination and coherence among actors to promote accountability for CRSV. - Lack of technical and operational capacity to address accountability for CRSV. - Lack of political will to promote accountability for CRSV.
	<p style="text-align: center;">Structural Root Causes</p> <ul style="list-style-type: none"> - Structural gender-based inequalities, discrimination and harmful social norms, which drive sexual violence in peacetime further expose affected populations (in particular women and girls) to sexual violence when protective systems and structures are weakened or destroyed during conflict. - Weak adherence to principles of rule of law and democratic governance resulting in a lack of independent and impartial justice institutions which undermines confidence in the rule of law and perpetuates instability and conflict.

4. Results

A. Outputs, Indicative Activities and Expected Results

Output 1: Political will to promote accountability for CRSV at country, regional and international levels enhanced.

Political will is essential to promoting accountability for CRSV at national, regional and international levels. The lack of political will undermines accountability efforts by preventing the adoption and implementation of internationally compliant laws, policies and procedures. In the absence of strong political will for positive change, criminal proceedings can be impeded or undermined. Further, the lack of political will enables the perpetuation of existing norms and stereotypes that may negatively impact and stigmatize victims of CRSV.

To address these challenges, the Team of Experts will seek to generate political will, directly and through the co-lead entities to promote accountability for CRSV and ensure consistent political advocacy and messaging around accountability efforts.

Activities carried out under this output may include:

- Engaging Member States, including host countries, to promote accountability for CRSV;
- Engaging international, regional and national mechanisms and bodies to promote accountability for CRSV, including the Security Council;
- Engaging NGOs and CSOs to promote accountability for CRSV;
- Engaging colleagues in relevant UN departments, agencies, funds and programmes to promote joint positioning and coordinated approaches to supporting accountability for CRSV;
- Recommending high-level political advocacy by senior UN officials, specifically the SRSG-SVC, SRSGs in countries hosting UN peace operations and Resident Coordinators;
- Contributing to Secretary-General's reports on relevant countries and thematic issues; and
- Participating in relevant mandate development and renewal processes for peace operations.

Expected Result: Enhanced political will to promote accountability for CRSV at country, regional and international levels.

Output 2: Technical and operational capacity of national rule of law institutions and actors to address accountability for CRSV enhanced.

Strong technical and operational capacities of national rule of law institutions and actors is essential to addressing accountability for CRSV. A lack of technical and operational capacities limits the geographical presence and professionalism of national authorities to fulfil the obligations of the state. These deficiencies lead to criminal proceedings which are not compliant with international standards, further undermining confidence in the justice system.

To address these challenges, the Team of Experts will seek to provide tailored technical and operational support to national rule of law institutions and actors to address accountability for CRSV.

Activities carried out under this output may include:

- Developing concept notes, projects, and funding proposals focused on promoting accountability in collaboration with stakeholders and partners to mobilize resources and support and to facilitate linkages with UN and non-UN partners;
- Providing technical, strategic and programmatic advice and support to partners and beneficiaries on relevant policies/legislation, cases, capacity-building, institution building, etc.
- Participating in the development of joint communiqués and frameworks of cooperation to ensure the inclusion of justice and accountability elements, as appropriate;
- Participating in the development of implementation plans and action plans for joint communiqués and frameworks of cooperation to ensure the inclusion of justice and accountability elements, as appropriate;
- Organizing and undertaking assessment missions to identified countries/situations;
- Preparing assessment reports regarding specific countries; and

- Conducting follow up missions on the implementation of assessment report recommendations.

Expected Result: Enhanced technical and operational capacity of national rule of law institutions and actors to address accountability for CRSV at the country level.

Output 3: Cooperation, coordination, coherence and knowledge among the range of actors (governments, CSOs, NGOs, United Nations, etc.) working to promote accountability for CRSV enhanced.

Strong cooperation, coordination, coherence and knowledge among actors is essential to achieving accountability for CRSV. Weak cooperation, coordination, coherence and knowledge results in fragmentation, unrealistic expectations and reduced resources, undermining efforts to deliver justice in an integrated, coherent and sustainable manner in line with international standards.

To address these challenges, the Team of Experts will seek to share knowledge and coordinate its work with relevant authorities and partners to deliver integrated, coherent and sustainable interventions.

Activities carried out under this output may include:

- Developing a network of contacts within governments, CSOs, NGOs, United Nations, etc. to facilitate coordination and information sharing;
- Tracking “situations of concern” for CRSV through media, network of contacts, etc.;
- Analyzing country/situation specific CRSV information, including specific requests by Member States, UN partners, etc. to determine whether the context falls within the Team of Experts mandate;
- Coordinating with relevant national authorities, UN partners, etc. regarding possible engagement in particular countries/situations;
- Advocating for the implementation of the findings and recommendations of Team of Experts assessments within and outside the United Nations;
- Preparing or contributing to reports, updates, briefings, conferences, etc. at international, regional and national levels to promote learning on emerging challenges and approaches to promoting accountability for CRSV based on knowledge and experience in particular countries/situations;
- Facilitating experience sharing, based on knowledge and experience in particular countries/situations; and
- Developing and consolidating policy and guidance tools for promoting accountability for CRSV.

Expected Result: Enhanced cooperation, coordination, coherence and knowledge among the range of actors (governments, CSOs, NGOs, United Nations, etc.) working to promote accountability for CRSV.

B. Results Framework

Goal

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. (SDG 16)

Baseline: None¹²

Target: Promote the rule of law at the national and international levels and ensure equal access to justice for all (SDG target 16.3)

Indicator: Proportion of victims of violence in the previous 12 months who report their victimization to competent authorities or other officially recognized conflict resolution mechanisms (SDG indicator 16.3.1)

Achieve gender equality and empower all women and girls. (SDG 5)

Baseline: None¹³

Target: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation. (SDG target 5.2)

Indicator: Proportion of women and girls aged 15 years and older subject to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence. (SDG indicator 5.2.2)

Outcome

Greater accountability for CRSV through prompt, effective and victim sensitive criminal proceedings carried out in line with international standards.

Given the complex nature and diverse contexts in which the Team of Experts works, relevant, consistent and reliable data is generally not available and few if any global indices track criminal proceedings in these countries exist, which makes this information highly difficult and resource-intensive to obtain. Therefore, the Team of Experts proposes to utilize information from its identified outputs and country level reporting to prepare a short qualitative assessment at the outcome level of its progress in contributing to greater accountability for CRSV through prompt, effective and victim-sensitive criminal proceedings carried out in line with international standards.

¹² There is currently no available data to establish a baseline for the countries in which the Team of Experts is engaged. Sources of information will be: (i) the Report of the Secretary-General on progress towards the SDGs; and (ii) UN Surveys on Crime Trends and the Operations of Criminal Justice Systems compiled by UNODC. <https://www.unodc.org/unodc/en/data-and-analysis/United-Nations-Surveys-on-Crime-Trends-and-the-Operations-of-Criminal-Justice-Systems.html>.

¹³ There is currently no available data to establish a baseline for the countries in which the Team of Experts is engaged. Sources of information will be: (i) the Report of the Secretary-General on progress towards the SDGs; and (ii) Human Development Indices and Indicators – 2018 Statistical Update. http://hdr.undp.org/sites/default/files/2018_human_development_statistical_update.pdf. Original data source, UN Women Global Database on Violence against Women (2018). <http://evaw-global-database.unwomen.org/en>.

Joint Programme Outputs	Indicative Activities for each Output	Participating UN Organization	Implementing Partner	Total Resource Allocation and Indicative Time Frame
<p>Output 1: Political will to promote accountability for CRSV at national, regional, and international levels enhanced.</p> <p>Baseline 1: 100%¹⁴</p> <p>Baseline 2: 90%¹⁵</p> <p>Target 1: 100% of peace operation mandates for which the TOE has advocated the inclusion of the promotion of accountability for CRSV.</p>	1.1: Engage Member States, including host countries, to promote accountability for CRSV.	TOE	Member States	Year 1-5
	1.2: Engage international, regional and national mechanisms and bodies to promote accountability for CRSV, including the Security Council.	TOE	International, Regional, and National Mechanisms and Bodies	
	1.3: Engage NGOs and CSOs to promote accountability for CRSV.	TOE	Concerned NGOs and CSOs	
	1.4: Engage colleagues in relevant UN departments, agencies, funds and programmes to promote joint positioning and coordinated approaches to supporting accountability for CRSV.	TOE	UN Partners	
	1.5: Make recommendations on high-level political advocacy by senior UN officials, specifically the SRSG-SVC, and SRSGs in countries hosting UN peace operations	TOE	UN Offices, Agencies, Funds and Programmes	
	1.6: Contribute to Secretary-General's reports on relevant countries and thematic issues.	TOE	EOSG	

¹⁴ There are nine countries with peace operations referenced in the most recent Secretary-General's report on CRSV (S/2019/280) - UNAMA (Afghanistan); MINUSCA (CAR); MONUSCO (DRC); UNAMI (Iraq); UNSMIL (Libya); MINUSMA (Mali); UNSOM (Somalia); UNMISS (South Sudan) and UNAMID (Sudan - Darfur). See <https://peacekeeping.un.org/en/where-we-operate> and <https://dppa.un.org/en/current-presences>. Of these nine peace operations, the Team of Experts has advocated the inclusion of the promotion of accountability for CRSV in eight peace operation mandates (MINUSCA; MONUSCO; UNAMI; UNSMIL; MINUSMA; UNSOM; UNMISS; UNAMID).

¹⁵ The total number of joint communiqués and frameworks of cooperation agreed between the Office of the SRSG-SVC and a Member State: ten (Angola, Bangladesh, CAR, DRC, Guinea, Iraq, Mali, Myanmar, Somali, South Sudan). The total number of joint communiqués and frameworks of cooperation agreed between the Office of the SRSG-SVC and a Member State requesting technical or operational support by the Team of Experts: nine (Bangladesh, CAR, DRC, Guinea, Iraq, Mali, Myanmar, Somalia, South Sudan). Note that unilateral communiqués have not been included.

<p>Target 2:</p> <p>>90% of joint communiqués and frameworks of cooperation agreed between the Office of the SRSG-SVC and the respective Member State that includes a request for TOE technical and operational support.</p> <p>Indicator 1:</p> <p>Percentage of peace operation mandates for which the TOE has advocated the inclusion of the promotion of accountability for CRSV.</p> <p>Indicator 2:</p> <p>Percentage of joint communiqués and frameworks of cooperation adopted by the respective Member States that includes a request for TOE technical and operational support.</p>	<p>1.7: Participate in relevant mandate development and renewal processes for peace operations.</p>	<p>TOE</p>	<p>DPO, DPPA, OHCHR</p>	
<p>Output 1 Subtotal</p>				<p>\$0</p>
<p>Output 2: Technical and operational capacity of national rule of law institutions and actors to address accountability for CRSV enhanced.</p> <p>Baseline:</p> <p>12¹⁶</p> <p>Target:</p> <p>>2 assessment reports per year on accountability for CRSV prepared by the TOE.</p> <p>Indicator:</p> <p>Number of assessment reports per year on accountability for CRSV prepared by the TOE.</p>	<p>2.1: Develop concept notes, projects and funding proposals focused on promoting accountability in collaboration with stakeholders and partners to mobilize resources and support and to facilitate linkages with UN and non-UN partners.</p> <p>2.2: Provide technical, strategic and programmatic advice and support to partners and beneficiaries on relevant policies/legislation, cases, capacity-building, institution building, etc.</p> <p>2.3: Participate in the development of joint communiqués and frameworks of cooperation to ensure the inclusion of justice and accountability elements, as appropriate.</p> <p>2.4: Participate in the development of implementation plans and action plans for joint communiqués and frameworks of cooperation to ensure the inclusion of justice and accountability elements, as appropriate.</p> <p>2.5: Organize and undertake assessment missions to identified countries/situations.</p>	<p>TOE</p> <p>TOE</p> <p>TOE</p> <p>TOE</p> <p>TOE</p>	<p>Member States, UN Partners, Regional Bodies, NGOs, CSOs, etc.</p> <p>Member States, UN Partners, NGOs, CSOs, etc.</p> <p>Member States, Office of the SRSG-SVC, UN Partners</p> <p>Member States, Office of the SRSG-SVC, UN Partners</p> <p>Member States, CSOs, NGOs, UN Partners, etc.</p>	<p>Year 1-5</p>

¹⁶ Currently there are twelve assessment reports prepared by the Team of Experts: CAR (2013); Colombia (2013); Cote d'Ivoire (2019); DRC (2013); Guinea (2014); Iraq (2017); Liberia (2011, 2014); Nigeria (2019); Somalia (2014) and South Sudan (2011; 2013).

	2.6: Prepare assessment reports regarding specific countries.	TOE	UN Partners	
	2.7: Conducting follow up missions on the implementation of assessment report recommendations	TOE	Member States, CSOs, NGOs, UN Partners, etc.	
Output 2 Subtotal				Activities to be supported with earmarked funding / Cost of travel covered by pooled travel fund (see below)
<p>Output 3: Cooperation, coordination, coherence, and knowledge among the range of actors (governments, CSOs, NGOs, United Nations, etc.) working to promote accountability for CRSV enhanced.</p> <p>Baseline: N/A¹⁷</p> <p>Target : >2 joint missions with other UN entities, partners or stakeholders.</p> <p>Indicator: Number of joint missions with other UN entities, partners or stakeholders</p>	3.1: Develop a network of contacts within governments, CSOs, NGOs, United Nations, etc. to facilitate coordination and information sharing.	TOE	Member States, CSOs, NGOs, UN Partners, etc.	Year 1-5
	3.2: Track “situations of concern” for CRSV through media, network of contacts, etc.	TOE	Member States, CSOs, NGOs, UN Partners, etc.	
	3.3: Analyze country/situation specific CRSV information, including specific requests by Member States, UN partners, etc. to determine whether the context falls within the TOE mandate.	TOE	Member States, CSOs, NGOs, UN Partners, etc.	
	3.4: Coordinate with relevant national authorities, UN partners, etc. regarding possible engagement in particular countries/situations.	TOE	Member States, UN Partners	
	3.5: Advocate for the implementation of the findings and recommendations of TOE assessments within and outside the United Nations.	TOE	Member States, CSOs, NGOs, UN Partners, etc.	
	3.6: Prepare or contribute to reports, updates, briefings, conferences, etc. at international, regional and national levels to promote learning on emerging challenges and approaches to promoting accountability for CRSV based on knowledge and experience in particular countries/situations.	TOE	Member States, CSOs, NGOs, UN Partners, etc.	
	3.7: Facilitate experience sharing based on knowledge and experience in particular countries/situations.	TOE	Member States, CSOs, NGOs, UN Partners, etc.	
	3.8: Develop and consolidate policy and guidance tools for promoting accountability for CRSV.	TOE	Member States, CSOs, NGOs, UN Partners, etc.	
Output 3 Subtotal				\$0
Operational and Support Costs	Staff and other personnel costs			\$9,373,235
	Supplies, Commodities, Materials			\$0
	Equipment, Vehicles and Furniture including Depreciation			\$0
	Travel			\$3,324,000
	Transfers and Grants Counterparts			\$0
	General operating and other direct costs			\$806,800
Operational and Support Costs Subtotal				\$13,504,035

¹⁷ Number of joint missions with other UN entities, partners or stakeholders was not previously tracked.

Total	Programme Cost	\$13,504,035
	Indirect Support Cost (7%)	\$945,282
	Total Cost	\$14,449,317

** Please read the [Explanatory Note on Harmonized Financial Reporting to Donors](#) and its Annexes for guidance on how these terms should be interpreted

5. Structural, Management and Coordination Arrangements

A. Structural Arrangements

The Team of Experts functions under a “co-lead entity” structure that currently includes members from several UN entities to enable the United Nations to deliver as one in assisting Member States to address CRSV. The Team of Experts includes experts from DPO, OHCHR, the Office of the SRSG-SVC¹⁸ and UNDP. Additional UN entities may join the Team of Experts in the future based on interest, need and availability of resources.

To promote balance in decision making and to draw upon the resources, infrastructure, and operational and programmatic capacities of both the UN Secretariat and UN agencies, funds and programmes, the Team Leader sits within the Office of the SRSG-SVC and the Deputy Team Leader currently sits within UNDP, the only non-Secretariat co-lead entity. Each of the other experts is located in his or her respective co-lead entity. This structure facilitates enhanced communication and greater coherence by ensuring that efforts being undertaken by the Team of Experts complements and informs the work of respective co-lead entities to address CRSV. The Team of Experts operates from New York and includes experts based full-time in the field.

B. Relationship with the Co-lead Entities

The Team of Experts and its co-lead entities have a special relationship, consistent with the mandate and comparative advantage of each entity.

- The Team of Experts complements and reinforces the implementation of the respective mandates and activities of its co-lead entities regarding CRSV.
- The Team of Experts promotes the joint positioning and coordinated engagement of the field presences of the co-lead entities regarding CRSV, including through the embedment or co-location of experts within field presences.
- The Team of Experts serves as a point of reference and resource for knowledge sharing for the co-lead entities on issues related to CRSV and the rule of law.
- The co-lead entities support the implementation of the mandate of the Team of Experts, including through the coordination of strategies, exchange of information and provision of support before, during and after Team of Experts deployments to the field.
- The co-lead entities facilitate the use of the good offices of their most senior officials to promote the implementation of the Team of Experts’ mandate in the countries where the Team of Experts is engaged.
- The co-lead entities support resource mobilization for the Team of Experts through the advocacy and good offices of their senior officials.

C. Management Arrangements

Team of Experts

The Team of Experts operates under the strategic leadership of the SRSG-SVC, pursuant to operative paragraph 14 of Security Council resolution 2467 (2019). The Team of Experts is led by the Team Leader (D1) under the direction of the

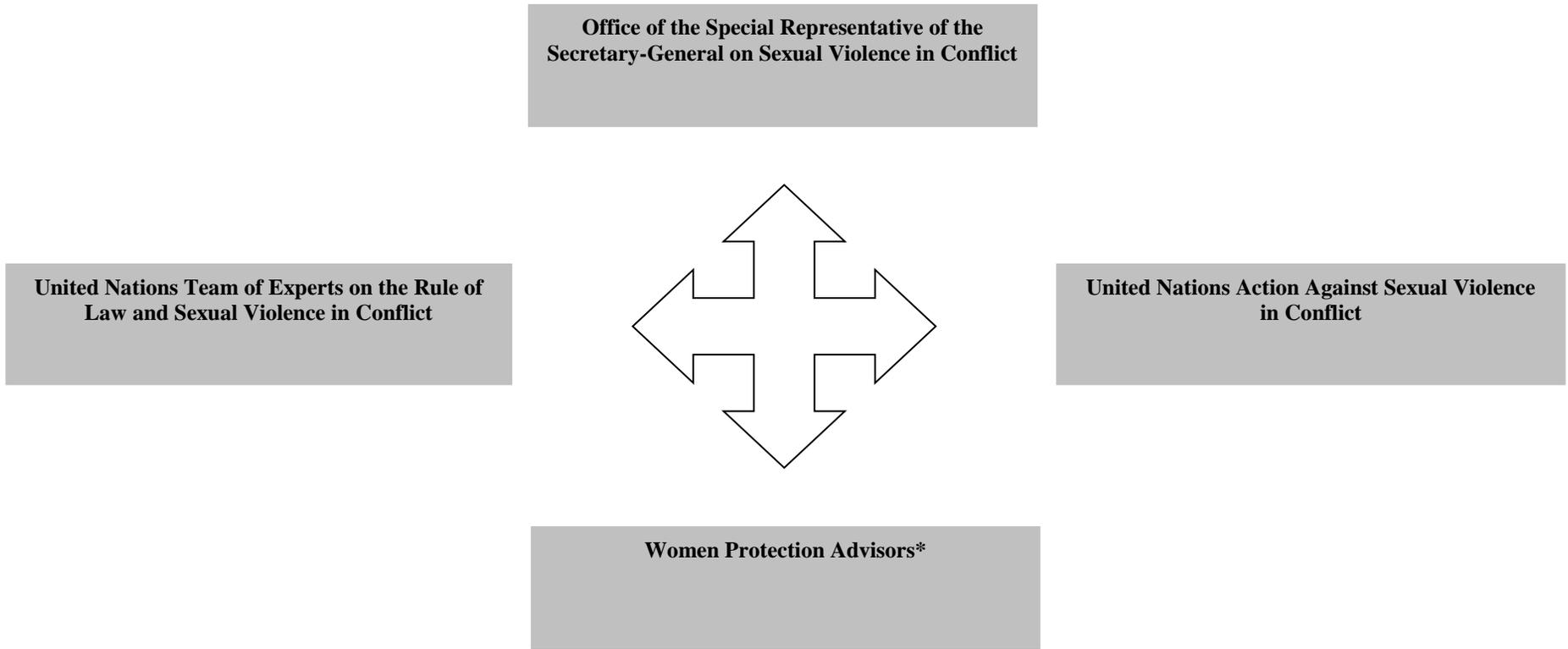
¹⁸ The Office of the SRSG-SVC, which was not previously a co-lead entity of the Team of Experts, has been added as a co-lead entity to facilitate coordination, information sharing, and the allocation of funds to members of the Team of Experts administered under the Office of the SRSG-SVC.

Advisory Group. The Team Leader is supported in the management and operation of the Team of Experts by the Deputy Team Leader (P5).

The Team Leader reports to the SRSG-SVC or her/his designated representative. The Advisory Group also provides feedback to the Team Leader and the Team of Experts on programme delivery. The Office of the SRSG-SVC members of the Team of Experts, currently a Judicial Affairs Officer (P4), Associate Expert in Sexual Violence in Conflict – Africa (P2) and the Team Assistant (G5), have reporting lines to the Deputy Team Leader as the First Reporting Officer and the Team Leader as the Second Reporting Officer. Experts from the other co-lead entities have a dual reporting line to their respective co-lead entity and to the Team Leader. Experts based in the field have dual reporting lines to the relevant entities on the ground as well as the Team Leader in New York.

For additional information on management arrangements see Annex E.

Diagram 2: Sexual Violence in Conflict Architecture

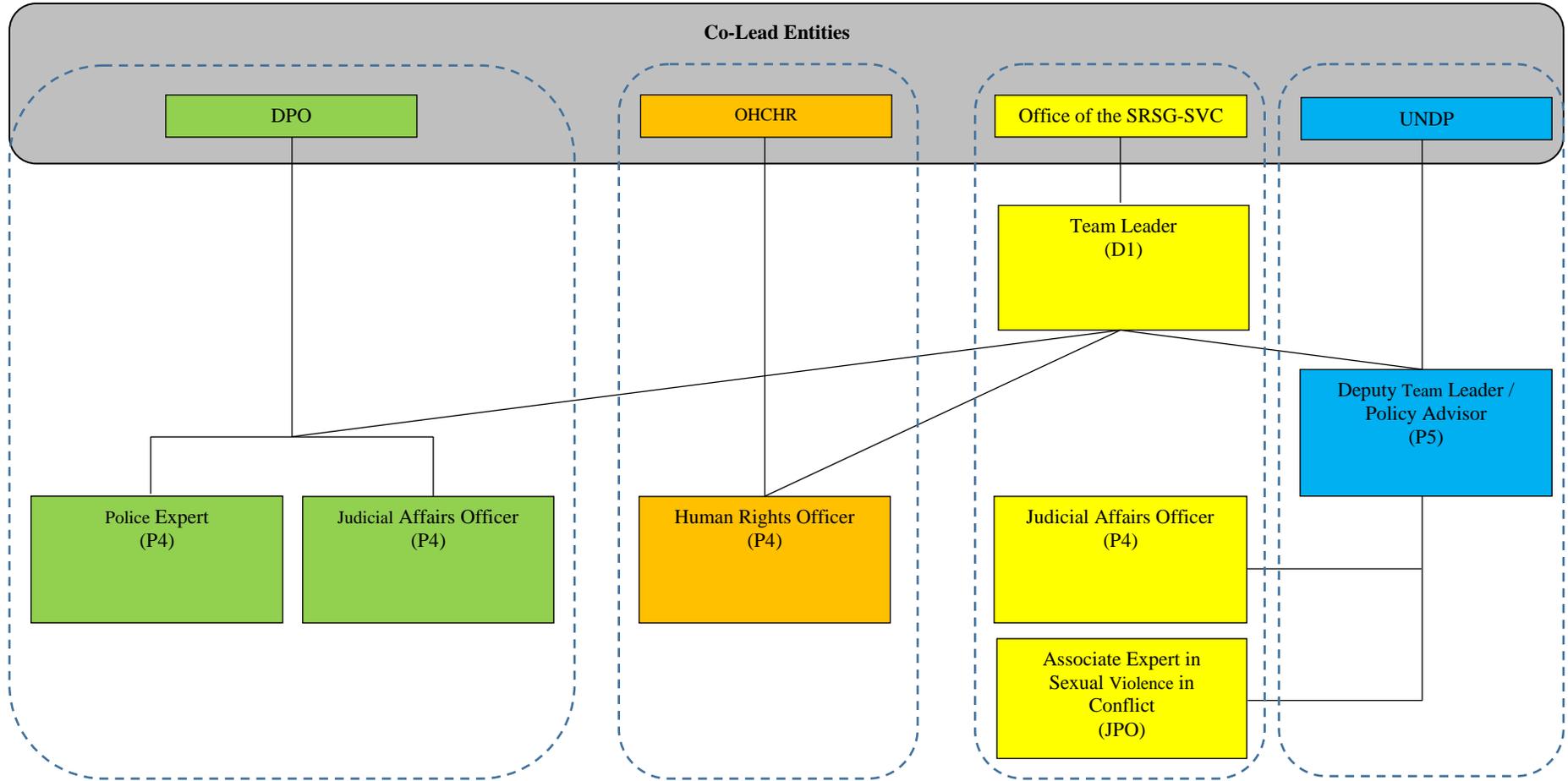


* Women Protection Advisors are currently located in the Human Rights Components of peace operations.

Diagram 3: Office of the SRSG-SVC Organigram



Diagram 4: Team of Experts Organigram



Experts based full-time in the field:

- CAR (P4) in MINUSCA (DPO)
- DRC (P4) in MONUSCO (DPO)
- Guinea (Consultant) in OHCHR Guinea
- Iraq (P4) in UNDP Iraq

Notes:

- Dotted lines reflect links to co-lead entities.
- Solid lines reflect reporting lines of members of the Team of Experts to the respective co-lead entity and the Team Leader. For the Team Leader, the solid line reflects a reporting line to the SRSO-SVC or her/his designate. For member of the Team of Experts in the Office of the SRSO-SVC, the solid line reflects a reporting line through the Deputy Team Leader to the Team Leader.
- Administrative staff positions are not reflected in the diagram.

Advisory Group

The Advisory Group is comprised of one designated senior representative per co-lead entity (DPO, OHCHR, Office of the SRSG-SVC and UNDP) at P-5 level or above.

The role of the Advisory Group consists of:

Programme

- Overseeing the management and delivery of the Joint Programme to ensure targeted results, coherence and impact over time;
- Providing advice and guidance to the Team of Experts on possible countries and thematic areas of engagement, and partnerships;
- Providing advice and guidance on how the Team of Experts can enhance programming of the co-lead entities;
- Endorsing annual and final reports of the Team of Experts;
- Supporting the implementation of Team of Experts recommendations, including those identified on the basis of country-specific assessments; and
- Facilitating the signature of Joint Programmes of the Team of Experts by the respective co-lead entities and participate in other approval processes as needed.

Resources

- Supporting the Team of Experts in its efforts to mobilize resources; and
- Endorsing the transfer of Team of Experts' funds among co-lead and non-co-lead entities.

Coordination

- Promoting and facilitating collaborative working relationships between the Team of Experts and the co-lead entities in line with UN core values and relevant policies, rules, and regulations.

Staff

- Engaging in the selection of the Team Leader and Deputy Team Leader of the Team of Experts through, inter alia, participation in interview panels; and
- Agreeing on the creation, establishment and placement of any new Team of Experts posts not included in this Joint Programme.

Outreach

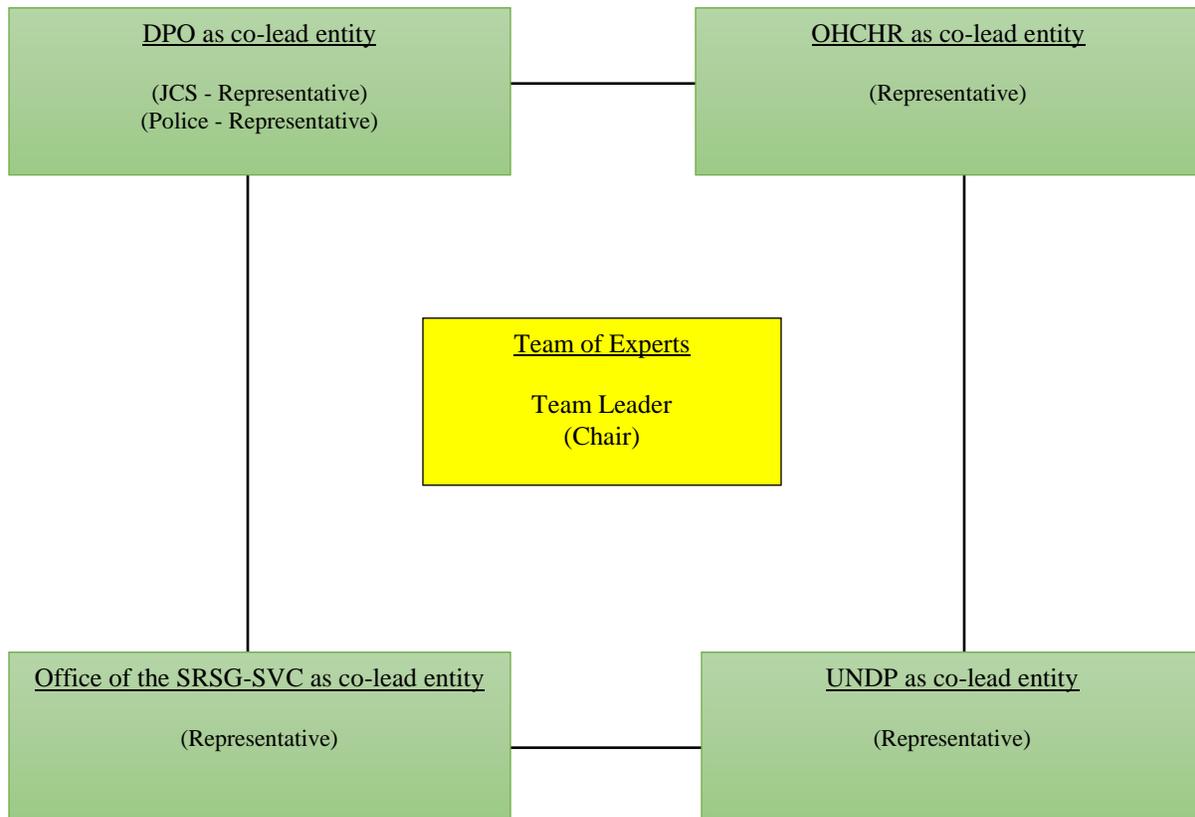
- Ensuring visibility of the Team of Experts through strategic communication and public information efforts.

The Advisory Group will make each decision based on consensus. In the event that consensus cannot be reached, decisions will be taken based on a majority of all co-lead entities.

For additional information on the Advisory Group see Annex F.

Diagram 5: Advisory Group Structure

Advisory Group



D. Coordination Arrangements

International Level

At the international level, the Team of Experts will work with organs of the Security Council and General Assembly where doing so is appropriate and in line with the Team of Expert’s mandate. The Team of Experts will work in partnership with the co-lead entities, including the Office of the SRSO-SVC in line with the SRSO-SVC’s strategic leadership within the United Nations to ensure coordination and coherence of efforts to address criminal accountability for CRSV. Specifically, the Team of Experts will make recommendations to the SRSO-SVC for high-level political advocacy; focus on priority countries identified by the SRSO-SVC; and contribute to the justice related components of joint communiqués or frameworks of cooperation and their associated implementation or action plans. The Team of Experts will also work with relevant human rights mechanisms, including special procedures of the Human Rights Council and UN treaty bodies on issues that cut across areas of mutual concern.

The Team of Experts will work in partnership with the GFP to enhance the coordination and coherence of its work in the areas of security, police, justice and corrections.

The Team of Experts will work in partnership with UN Action to facilitate coordination and information sharing with UN Action member entities.

The Team of Experts will work in partnership with Member States as a means to share information and coordinate its efforts.

The Team of Experts will engage with international NGOs working on issues related to accountability for CRSV.

Regional and Sub-Regional Levels

At the regional and sub-regional levels, the Team of Experts will engage and coordinate with UN regional offices, including those of the co-lead entities, as appropriate. In addition, the Team of Experts will engage and coordinate with organizations including the African Union (AU), the European Union (EU), the International Conference on the Great Lakes (ICGLR), the League of Arab States, CSOs among others to achieve economies of scale and to exchange experiences from different regions.

National Level

At the national level, the Team of Experts will work in coordination with the senior most UN official in-country (Special Representatives of the Secretary-General (SRSG) or Executive Representative of the Secretary-General, or in non-mission settings, Resident Coordinators) in partnership with UN country teams, UN peace operations, and other UN actors including the Development Coordination Office to enhance the predictability, coherence, accountability and effectiveness of the work of the Team of Experts.

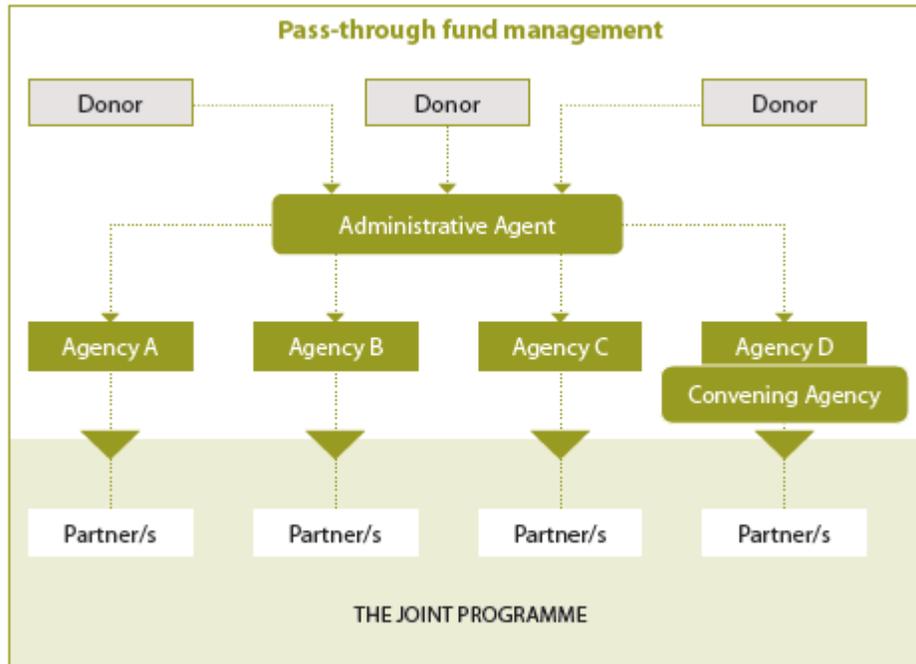
With the consent of the host government, the Team of Experts will work in partnership with national authorities and engage with parties to conflict to secure time-bound commitments and implementation plans, to assess efforts to address criminal accountability for CRSV and to strengthen existing capacity in line with relevant UN policies.

The Team of Experts will also engage with relevant CSOs, victims associations and national human rights institutions working to advance accountability for CRSV to ensure that the views and objectives of victims and affected communities inform the work of the Team of Experts.

6. Fund Management Arrangements

This Joint Programme Document serves as an overall proposal for funding for Team of Experts activities over the next five years. It will be updated jointly by the co-lead entities as necessary. The Joint Programme will be receiving funds from the Conflict-Related Sexual Violence Multi-Partner Trust Fund (CRSV-MPTF), which uses the Pass-Through Fund Management modality. Through this mechanism, the funding will be channeled through the Multi-Partner Trust Fund Office (MPTF Office). The funds will be distributed to Participating UN Organizations from the Multi-Partner Trust Fund (MPTF) based on instructions from the Team Leader, as Chair of the Advisory Group, following the endorsement by the Advisory Group members.

Diagram 6: Pass-Through Fund Management Structure



The Participating UN Organizations have appointed the UNDP MPTF Office to act as the Administrative Agent¹⁹ for the Joint Programme.

The **Administrative Agent** will:

- Establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received from the donor(s) pursuant the Administrative Arrangement. The Team of Experts funds in the MPTF will be administered by the Administrative Agent in accordance with the regulations, rules, directives and procedures applicable to it, including those relating to interest.
- Make disbursements to Participating UN Organizations from the MPTF based on instructions from the Team Leader and endorsement by the Advisory Group.

The **Participating UN Organizations** will:

- Assume full financial responsibility and accountability for the funds disbursed by the Administrative Agent;
- Establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Each Participating UN Organization is entitled to deduct their indirect costs on contributions received according to their own regulations and rules, taking into account the size and complexity of the Joint Programme. Each Participating UN Organization will deduct a maximum of 7% as overhead costs of the total allocation received for the agency.

7. Monitoring, Evaluating and Reporting

A. Monitoring

The Team Leader will monitor the implementation of the Joint Programme through the Monitoring Plan, Monitoring Framework, Risk Log, and Social and Environmental Screening annexed to this Joint Programme. The broad purposes of

¹⁹ The Administrative Agent will charge 1% administration fee for performing the Administrative Agent functions.

this monitoring will be to collect and analyze data against targets and indicators to assess progress against outputs; to identify specific risks that may threaten achievement of intended outputs; and to regularly capture knowledge, good practices and lessons learned to integrate back into the Joint Programme.

B. Evaluating

The Team Leader, in consultation with the Advisory Group will facilitate an independent midterm evaluation of the Joint Programme to take stock of the progress made as a result of the Joint Programme and to adjust the ongoing work to improve the efficiency and effectiveness of the Joint Programme.

C. Reporting

The Team Leader, in consultation with the co-lead entities, will be responsible for common narrative reporting on the Joint Programme results, including annual and final consolidated narrative reports. The Team Leader will submit each annual narrative report to the CRSV-MPTF Secretariat and the Administrative Agent by 31 March.

Each **Participating UN Organization** will prepare the following reports on its contribution in accordance with its financial rules and regulations:

- Annual financial statements and reports as of 31 December with respect to the funds disbursed to it from the Joint Programme Account, to be provided no later than four months (30 April) after the end of the calendar year; and
- Certified final financial statements and final financial reports after the completion of the activities in the Joint Programme Document and including the final year of the activities in the Joint Programme Document, to be provided no later than six months (30 June) of the year following the financial closing of the Joint Programme.

The **Administrative Agent** will:

- Prepare annual and final consolidated narrative and financial progress reports, based on the narrative consolidated report prepared by the Team of Experts and the financial statements/reports submitted by each of the Participating UN Organizations;
- Provide those consolidated reports to each donor that has contributed to the Joint Programme Account, in accordance with the timetable established in the Standard Administrative Arrangement;
- Provide the donors, and Advisory Group with:
 - Certified annual financial statement (“Source and Use of Funds” as defined by United Nations Development Group guidelines) to be provided no later than five months (31 May) after the end of the calendar year; and
 - Certified final financial statement (“Source and Use of Funds”) to be provided no later than seven months (31 July) of the year following the financial closing of the Joint Programme.

8. Legal Context or Basis of Relationship

The Team of Experts was created by Security Council resolution 1888 (2009) and will undertake its work in alignment with resolution 1888 and relevant subsequent Security Council resolutions.

The co-lead entities agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this Joint Programme are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by Participating UN Organizations do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via https://www.un.org/securitycouncil/sanctions/1267/aq_sanctions_list. This provision will be included in all sub-contracts or sub-agreements entered into under this Joint Programme Document.

The Administrative Agent and the Participating UN Organizations will sign the United Nations Development Group - approved Standard Memorandum of Understanding for this Joint Programme.

The donors contributing to the Joint Programme will sign with the Administrative Agent the United Nations Development Group -approved Standard Administrative Arrangement for this Joint Programme.

9. Work Plan and Budgets

Year: 2020

EXPECTED OUTPUTS	COUNTRY ²⁰	PLANNED ACTIVITIES	TIMEFRAME	RESPONSIBLE PARTY	PLANNED BUDGET	
					Funding Source	Amount
<p>Output 1: Political will to promote accountability for CRSV at national, regional and international levels enhanced.</p> <p>Baseline 1: 100%²¹</p> <p>Baseline 2: 90%²²</p> <p>Target 1: 100% of peace operation mandates for which the TOE has advocated the inclusion of the promotion of</p>	Afghanistan	<ul style="list-style-type: none"> Contribute to the Secretary-General's report on Afghanistan stressing the need for accountability for CRSV. Contribute to the mandate renewal of United Nations Assistance Mission in Afghanistan (UNAMA) stressing the importance of language on accountability for serious conflict-related crimes including CRSV. 	In line with Security Council Calendar	TOE	N/A	\$0

²⁰ In line with its mandate, the Team of Experts will focus its efforts primarily on countries contained in the annual report of the Secretary-General on CRSV.

²¹ There are nine countries with peace operations referenced in the most recent Secretary-General's report on CRSV (S/2019/280) - UNAMA (Afghanistan); MINUSCA (CAR); MONUSCO (DRC); UNAMI (Iraq); UNSMIL (Libya); MINUSMA (Mali); UNSOM (Somalia); UNMISS (South Sudan) and UNAMID (Sudan - Darfur). See <https://peacekeeping.un.org/en/where-we-operate> and <https://dppa.un.org/en/current-presences>. Of these nine peace operations, the Team of Experts has advocated the inclusion of the promotion of accountability for CRSV in eight peace operation mandates (MINUSCA; MONUSCO; UNAMI; UNSMIL; MINUSMA; UNSOM; UNMISS and UNAMID).

²¹ Currently there are twelve assessment reports prepared by the Team of Experts: CAR (2013); Colombia (2013); Cote d'Ivoire (2019); DRC (2013); Guinea (2014); Iraq (2017); Liberia (2011, 2014); Nigeria (2019); Somalia (2014) and South Sudan (2011; 2013).

²² The total number of joint communiqués and frameworks of cooperation agreed between the Office of the SRSO-SVC and a Member State: ten (Angola, Bangladesh, CAR, DRC, Guinea, Iraq, Mali, Myanmar, Somali, South Sudan). The total number of joint communiqués and frameworks of cooperation agreed between the Office of the SRSO-SVC and a Member State requesting technical or operational support by the Team of Experts: nine (Bangladesh, CAR, DRC, Guinea, Iraq, Mali, Myanmar, Somalia, South Sudan). Note that unilateral communiqués have not been included.

<p>accountability for CRSV.</p> <p>Target 2:</p> <p>>90% of joint communiqués and frameworks of cooperation agreed between the Office of the SRSB-SVC and the respective Member State that includes a request for TOE technical and operational support.</p> <p>Indicator 1:</p> <p>Percentage of peace operation mandates for which the TOE has advocated the inclusion of the promotion of accountability for CRSV.</p>	<p>CAR</p>	<ul style="list-style-type: none"> Engage with national authorities in CAR, particularly the Ministry of Justice, the Ministry of Interior, the Ministry of Defense, the Ministry for Social Affairs, Ministry of the Promotion and Protection of Women, Children and Family, the Ministry Minister of Social Affairs and the National Reconciliation and the Women Parliamentarians' Caucus; diplomatic missions in CAR and Permanent Missions in New York to generate political will to promote accountability for CRSV as needed and as appropriate. Engage with UN partners including United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), UNCT, DPO; DPPA; OHCHR, including relevant human rights mechanisms; Security Council, including relevant sanctions committees; UNDP; United Nations Regional Office for Central Africa (UNOCA); GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. Engage with NGOs and INGOs working on accountability issues and/or supporting victims of CRSV in CAR to ensure consistent political advocacy around accountability. Contribute to the work of the Reference Group for the Special Criminal Court and the Rule of Law (comprising Member State representatives in New York) to ensure consistent political advocacy around accountability. Provide inputs for notes from the SRSB-SVC to the Secretary-General and/or other Principals to ensure consistent political advocacy. Contribute to the Secretary-General's report on CAR stressing the need for accountability for CRSV. Contribute to the mandate renewal of MINUSCA stressing the importance of language on accountability for serious conflict-related crimes including CRSV. 	<p>Ongoing / In line with Security Council Calendar</p>	<p>TOE</p>	<p>N/A</p>	<p>\$0</p>
<p>Indicator 2:</p> <p>Percentage of joint communiqués and frameworks of cooperation adopted by the respective Member States that includes a request for TOE technical and</p>	<p>Colombia</p>	<ul style="list-style-type: none"> Engage with national authorities in Colombia, particularly Ministries of Justice and Foreign Affairs; diplomatic missions in Colombia and Permanent Missions in New York to generate political will to promote accountability for CRSV as needed and as appropriate, in particular with a view to supporting transitional justice institutions. Engage with UN partners including UN Verification Mission in Colombia; UNCT, DPO; DPPA; OHCHR, including relevant human rights mechanisms; Security Council, including relevant sanctions committees; UNDP; UN Women; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. Engage with NGOs and INGOs working on accountability issues and/or supporting victims of CRSV in Colombia to ensure consistent political advocacy around accountability. 	<p>Ongoing</p>	<p>TOE</p>	<p>N/A</p>	<p>\$0</p>

operational support.	Cote d'Ivoire	<ul style="list-style-type: none"> Engage with national authorities in Cote d'Ivoire, particularly Ministries of Justice and Foreign Affairs; diplomatic missions in Cote d'Ivoire and Permanent Missions in New York to advocate on the importance of clarifying the amnesty order for the crimes committed during the 2010-2011 post electoral crisis and ensure its compliance with Cote d'Ivoire's obligations under Security Council resolution 2106 (2013) et seq. and customary international law. Engage with UN partners including DPO; DPPA; OHCHR, including relevant human rights mechanisms, such as the CEDAW Committee in follow up to their concluding observations, as well as Special Procedures, such as the Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence; Security Council, including relevant sanctions committees; UNDP; United Nations Office for West African and the Sahel (UNOWAS); GFP and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. Engage with NGOs and INGOs working on accountability issues and/or supporting victims of CRSV in Cote d'Ivoire to ensure consistent political advocacy around accountability. Provide inputs for notes from the SRSB-SVC to the Secretary-General and/or other Principals to ensure consistent political advocacy. 	Ongoing	TOE	N/A	\$0
	DRC	<ul style="list-style-type: none"> Engage with national authorities in DRC, particularly the Ministry of Justice, the Ministry of Interior, the Ministry of Defense and the Special Advisor to the Head of State on Gender-Based Violence and Youth; diplomatic missions in DRC and Permanent Missions in New York to generate political will to promote accountability for CRSV as needed and as appropriate. Engage with UN partners including MONUSCO; UNCT; DPO; DPPA; OHCHR, including relevant human rights mechanisms; Security Council, including relevant sanctions committees; UNDP; UNOCA, Office of the Special Envoy of the Secretary-General for the Great Lakes Region of Africa; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. Engage with NGOs and INGOs working on accountability issues and/or supporting victims of CRSV in DRC to ensure consistent political advocacy around accountability. Provide inputs for notes from the SRSB-SVC to the Secretary-General and/or other Principals to ensure consistent political advocacy. Contribute to the Secretary-General's reports on DRC stressing the need for accountability for serious conflict-related crimes including CRSV. Contribute to the mandate renewal of MONUSCO stressing the importance of language on accountability for CRSV. 	Ongoing / In line with Security Council Calendar	TOE	N/A	\$0

	Guatemala	<ul style="list-style-type: none"> Engage with UN partners including UNCT; DPO; DPPA; OHCHR, including relevant human rights mechanisms; UNDP; UN Women; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. Engage with NGOs and INGOs working on accountability issues and/or supporting victims of CRSV in Guatemala to ensure consistent political advocacy around accountability, including on proposed amnesties. Advocate, on the basis of Security Council resolution 2106 (2013) et seq, and customary international law, that amnesties, whether de jure or de facto for CRSV that occurred in Guatemala would be violations of Security Council resolutions and customary international law. 	Ongoing	TOE	N/A	\$0
	Guinea	<ul style="list-style-type: none"> Engage with national authorities in Guinea, particularly Ministry of Justice and Ministry of Foreign Affairs ; diplomatic missions in Guinea, including the EU, France and the US; regional bodies such as the EU and AU; and Permanent Missions in New York to generate political will to promote accountability for the events of 28 September 2009, as needed and as appropriate. Engage with UN partners including UNCT; DPO; DPPA; OHCHR, including relevant human rights mechanisms; UNDP; UNOWAS; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability for the events of 28 September 2009. Engage with NGOs and INGOs working on accountability issues and/or supporting victims of CRSV in Guinea to ensure consistent political advocacy around accountability. 	Ongoing	TOE	N/A	\$0

Iraq	<ul style="list-style-type: none"> Engage with national authorities in Iraq, particularly the High Judicial Council and the courts of Iraq and the Kurdistan Region of Iraq (KR-I), the Ministry of Interior of both Iraq and KR-I; the Ministry of Justice of Iraq and the KR-I; the Ministry of Foreign Affairs of Iraq and the KR-I; the High Level Focal Points on CRSV for Iraq and the KR-I; the Council of Ministers of the Iraq and the KR-I; the Council of Representatives of Iraq and the Iraqi Kurdistan Parliament; the Ministry of Martyrs and Anfal Affairs of the KR-I; United Nations Counter-Terrorism Committee Executive Directorate; UNODC; United Nations Office of Counter-Terrorism (UNOCT); diplomatic missions in Iraq and Permanent Missions in New York to generate political will to promote accountability for CRSV as needed and as appropriate. Engage with UN partners including United Nations Assistance Mission for Iraq (UNAMI), UNCT, United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL (UNITAD), DPO; DPPA; IOM; OHCHR, including (but not limited to) relevant human rights mechanisms; Security Council, including the ISIL/Al'Qaida sanctions committee; UNDP; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. Engage with NGOs and INGOs, supporting victims of CRSV in Iraq to ensure consistent political advocacy around accountability. Provide inputs for notes from the SMSG-SVC to the Secretary-General and/or other Principals to ensure consistent political advocacy. Contribute to Secretary-General's report on Iraq to stress the need for accountability for serious conflict-related crimes including CRSV. Contribute to the mandate renewal of UNAMI stressing the importance of language on accountability for CRSV. 	<ul style="list-style-type: none"> Engage with national authorities in Iraq, particularly the High Judicial Council and the courts of Iraq and the Kurdistan Region of Iraq (KR-I), the Ministry of Interior of both Iraq and KR-I; the Ministry of Justice of Iraq and the KR-I; the Ministry of Foreign Affairs of Iraq and the KR-I; the High Level Focal Points on CRSV for Iraq and the KR-I; the Council of Ministers of the Iraq and the KR-I; the Council of Representatives of Iraq and the Iraqi Kurdistan Parliament; the Ministry of Martyrs and Anfal Affairs of the KR-I; United Nations Counter-Terrorism Committee Executive Directorate; UNODC; United Nations Office of Counter-Terrorism (UNOCT); diplomatic missions in Iraq and Permanent Missions in New York to generate political will to promote accountability for CRSV as needed and as appropriate. Engage with UN partners including United Nations Assistance Mission for Iraq (UNAMI), UNCT, United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL (UNITAD), DPO; DPPA; IOM; OHCHR, including (but not limited to) relevant human rights mechanisms; Security Council, including the ISIL/Al'Qaida sanctions committee; UNDP; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. Engage with NGOs and INGOs, supporting victims of CRSV in Iraq to ensure consistent political advocacy around accountability. Provide inputs for notes from the SMSG-SVC to the Secretary-General and/or other Principals to ensure consistent political advocacy. Contribute to Secretary-General's report on Iraq to stress the need for accountability for serious conflict-related crimes including CRSV. Contribute to the mandate renewal of UNAMI stressing the importance of language on accountability for CRSV. 	Ongoing / In line with Security Council Calendar	TOE	N/A	\$0
Libya	<ul style="list-style-type: none"> Engage with UN partners including United Nations Support Mission in Libya (UNSMIL); UNCT; DPO; DPPA; OHCHR, including relevant human rights mechanisms; Security Council, including relevant sanctions committees; UNDP; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. Contribute to the Secretary-General's report on Libya stressing the need for accountability for CRSV, as appropriate. Contribute to the mandate renewal of UNSMIL stressing the importance of language on accountability for serious conflict-related crimes including CRSV. 	<ul style="list-style-type: none"> Engage with UN partners including United Nations Support Mission in Libya (UNSMIL); UNCT; DPO; DPPA; OHCHR, including relevant human rights mechanisms; Security Council, including relevant sanctions committees; UNDP; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. Contribute to the Secretary-General's report on Libya stressing the need for accountability for CRSV, as appropriate. Contribute to the mandate renewal of UNSMIL stressing the importance of language on accountability for serious conflict-related crimes including CRSV. 	Ongoing / In line with Security Council Calendar	TOE	N/A	\$0

Mali	<ul style="list-style-type: none"> Engage with national authorities in Mali, particularly the Ministry of Justice; diplomatic missions in Mali and Permanent Missions in New York to generate political will to promote accountability for CRSV as needed and as appropriate. Engage with UN partners including United Nations Multinational Integrated Stabilization Mission in Mali (MINUSMA); UNCT; DPO; DPPA; OHCHR, including relevant human rights mechanisms; Security Council, including relevant sanctions committees; UNDP; UNOWAS; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. Engage with NGOs and INGOs working on accountability issues and/or supporting victims of CRSV in Mali to ensure consistent political advocacy around accountability. Provide inputs for notes from the SRSB-SVC to the Secretary-General and/or other Principals to ensure consistent political advocacy. Contribute to the Secretary-General's report on Mali stressing the need for accountability for CRSV. Contribute to the mandate renewal of MINUSMA stressing the importance of language on accountability for serious conflict-related crimes including CRSV. 	<ul style="list-style-type: none"> Engage with national authorities in Mali, particularly the Ministry of Justice; diplomatic missions in Mali and Permanent Missions in New York to generate political will to promote accountability for CRSV as needed and as appropriate. Engage with UN partners including United Nations Multinational Integrated Stabilization Mission in Mali (MINUSMA); UNCT; DPO; DPPA; OHCHR, including relevant human rights mechanisms; Security Council, including relevant sanctions committees; UNDP; UNOWAS; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. Engage with NGOs and INGOs working on accountability issues and/or supporting victims of CRSV in Mali to ensure consistent political advocacy around accountability. Provide inputs for notes from the SRSB-SVC to the Secretary-General and/or other Principals to ensure consistent political advocacy. Contribute to the Secretary-General's report on Mali stressing the need for accountability for CRSV. Contribute to the mandate renewal of MINUSMA stressing the importance of language on accountability for serious conflict-related crimes including CRSV. 	Ongoing / In line with Security Council Calendar	TOE	N/A	\$0
Myanmar	<ul style="list-style-type: none"> Engage with national authorities in Myanmar, as and when appropriate; diplomatic missions in Myanmar and Permanent Missions in New York to generate political will to promote accountability for CRSV as needed and as appropriate. Engage with UN partners including UNCT; DPO; DPPA; the Independent Investigative Mechanism for Myanmar; OHCHR, including relevant human rights mechanisms; the Security Council; UNDP; UN Women; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. Engage with NGOs and INGOs working on accountability issues and/or supporting victims of CRSV in Myanmar to ensure consistent political advocacy around accountability. Provide inputs for notes from the SRSB-SVC to the Secretary-General and/or other Principals to ensure consistent political advocacy. 	<ul style="list-style-type: none"> Engage with national authorities in Myanmar, as and when appropriate; diplomatic missions in Myanmar and Permanent Missions in New York to generate political will to promote accountability for CRSV as needed and as appropriate. Engage with UN partners including UNCT; DPO; DPPA; the Independent Investigative Mechanism for Myanmar; OHCHR, including relevant human rights mechanisms; the Security Council; UNDP; UN Women; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. Engage with NGOs and INGOs working on accountability issues and/or supporting victims of CRSV in Myanmar to ensure consistent political advocacy around accountability. Provide inputs for notes from the SRSB-SVC to the Secretary-General and/or other Principals to ensure consistent political advocacy. 	Ongoing	TOE	N/A	\$0

	Nigeria	<ul style="list-style-type: none"> Engage with national authorities in Nigeria, particularly the Federal Ministry of Justice including the Office of the Attorney General’s Complex Crimes Group, the Nigerian courts as relevant, the Department of State Security Services, the Nigerian Police Force, the Office of the National Security Advisor, the Nigerian Army, and the Nigerian Joint Investigation Commission; the diplomatic missions in Nigeria and Permanent Missions in New York to generate political will to promote accountability for CRSV as needed and as appropriate. Engage with UN partners including UNCT; DPO; DPPA; OHCHR, including relevant human rights mechanisms; Security Council, including relevant sanctions committees; UNDP; UNODC; United Nations Counter-Terrorism Committee Executive Directorate; UNOCT; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. Engage with NGOs and INGOs, including (but not limited to) Wayamo’s Africa Group for Justice and Accountability working on accountability issues and/or supporting victims of CRSV in Nigeria to ensure consistent political advocacy around accountability. 	Ongoing	TOE	N/A	\$0
	Somalia	<ul style="list-style-type: none"> Engage with national authorities in Somalia, particularly Ministry of Women and Human Rights Development, Ministry of Justice, Ministry of Interior, Office of the Attorney General; Ministry of Defense; diplomatic missions in Somalia and Permanent Missions in New York to generate political will to promote accountability for CRSV as needed and as appropriate. Engage with UN partners including United Nations Assistance Mission in Somalia (UNSOM); UNCT; DPO; DPPA; OHCHR, including relevant human rights mechanisms; Security Council, including relevant sanctions committees; UNDP; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. Engage with NGOs and INGOs working on accountability issues and/or supporting victims of CRSV in Somalia to ensure consistent political advocacy around accountability. Provide inputs for notes from the SRSB-SVC to the Secretary-General and/or other Principals to ensure consistent political advocacy. Contribute to the Secretary-General’s report on Somalia stressing the need for accountability for CRSV. Contribute to the mandate renewal of UNSOM stressing the importance of language on accountability for serious conflict-related crimes including CRSV. 	Ongoing / In line with Security Council Calendar	TOE	N/A	\$0

	South Sudan	<ul style="list-style-type: none"> Engage with national authorities in South Sudan, particularly the Ministry of Interior, Ministry of Defense, Ministry of Justice, and the Judiciary; diplomatic missions in South Sudan and Permanent Missions in New York to generate political will to promote accountability for CRSV as needed and as appropriate. Engage with UN partners including United Nations Mission in the Republic of South Sudan (UNMISS), UNCT, DPO; DPPA; OHCHR, including relevant human rights mechanisms, such as the Commission on Human Rights in South Sudan; Security Council, including relevant sanctions committees; UNDP; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. Engage with NGOs and INGOs working on accountability issues and/or supporting victims of CRSV in South Sudan, including the Transitional Justice Working Group on South Sudan and the Justice Advisory Working Group on South Sudan, as appropriate to ensure consistent political advocacy around accountability. Provide inputs for notes from the SRSG-SVC to the Secretary-General and/or other Principals to ensure consistent political advocacy. Contribute to the Secretary-General's report on South Sudan stressing the need for accountability for CRSV. Contribute to the mandate renewal of UNMISS stressing the importance of language on accountability for serious conflict-related crimes including CRSV. 	Ongoing / In line with Security Council Calendar	TOE	N/A	\$0
	Sri Lanka	<ul style="list-style-type: none"> Engage with UN partners including UNCT, DPO; DPPA; OHCHR, including relevant human rights mechanisms; UNDP; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. 	Ongoing	TOE	N/A	\$0

Sudan (Darfur)	<ul style="list-style-type: none"> Engage with national authorities in Sudan (Darfur), particularly as and when appropriate; diplomatic missions in Sudan and Permanent Missions in New York to generate political will to promote accountability for CRSV as needed and as appropriate. Engage with UN partners including United Nations-African Union Mission in Darfur (UNAMID), UNCT, DPO; DPPA; International Criminal Court; OHCHR, including relevant human rights mechanisms; Security Council, including relevant sanctions committees; UNDP; UNOCA; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. Engage with NGOs and INGOs working on accountability issues and/or supporting victims of CRSV in Sudan to ensure consistent political advocacy around accountability. Provide inputs for notes from the SRSB-SVC to the Secretary-General and/or other Principals to ensure consistent political advocacy. Contribute to the mandate renewal/transition of UNAMID stressing the importance of language on accountability for serious conflict-related crimes including CRSV. 		Ongoing / In line with Security Council Calendar	TOE	N/A	\$0
Syria	<ul style="list-style-type: none"> Engage with UN partners including UNCT, the International, Impartial and Independent Mechanism to assist in the investigation and prosecution of persons responsible for the most serious crimes under International Law committed in the Syrian Arab Republic since March 2011; DPO; DPPA; OHCHR, including relevant human rights mechanisms; Security Council, including relevant sanctions committees; UNDP; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. 		Ongoing	TOE	N/A	\$0
Yemen	<ul style="list-style-type: none"> Engage with UN partners including UNCT; DPO; DPPA; OHCHR, including relevant human rights mechanisms; UNDP; GFP entities and EOSG Rule of Law Unit as needed to generate and ensure consistent political advocacy around accountability. 		Ongoing	TOE	N/A	\$0

	International / Regional	<ul style="list-style-type: none"> Contribute accountability related inputs to Security Council mechanisms, including Informal Experts Group meetings, Arria formula meetings and other thematic discussions on accountability, as relevant. Brief the C34 on the work of the Team of Experts, as appropriate. Contribute to victims support and reparations funds, including the Global Survivors Fund by the Mukwege Foundation and Nadia's Initiative, when and where appropriate. Provide inputs for the SRSG-SVC's intervention at the annual Open Debate of the Security Council. Contribute to the Secretary-General's reports on CRSV, Rule of Law and Women, Peace and Security. Engage with AU, EU, ICGLR, League of Arab States, African Group, etc. to generate political will to promote accountability for CRSV as needed and as appropriate. 	Ongoing / In line with Security Council Calendar / In line with C34 Calendar	TOE	N/A	\$0
Subtotal						\$0
Output 2: Technical and operational capacity of national rule of law institutions and actors to address	Afghanistan	<ul style="list-style-type: none"> Assess the request by DPO/DPPA and UNAMA for the provision of specialized expertise on CRSV to the International Crimes Directorate in the Office of the Attorney-General in Afghanistan. Mobilize resources for the recruitment of specialized expertise, as necessary. Recruit and deploy an expert to UNAMA to provide technical advice and support to the International Crimes Directorate in the Office of the Attorney-General in Afghanistan on accountability efforts for CRSV, as appropriate. 	Q1	TOE	CRSV-MPTF	Activities to be supported with earmarked funding

<p>accountability for CRSV enhanced.</p> <p>Baseline: 12²³</p> <p>Target: >2 assessment reports per year on accountability for CRSV prepared by the TOE.</p> <p>Indicator: Number of assessment reports per year on accountability for CRSV prepared by the TOE.</p>	<p>CAR</p>	<ul style="list-style-type: none"> • Deploy an expert in MINUSCA’s JCS to ensure mentoring of Central African justice officials on a regular basis, with joint reporting lines to the Team of Experts, MINUSCA, and UNDP-CAR. • Provide technical advice to the national judicial authorities, including the L’Unité Mixte d’Intervention Rapide et de Répression des violences sexuelles faites aux femmes et aux enfants (UMIRR), a component of the ordinary criminal justice system, and the Unité Spéciale de Police Judiciaire of the Special Criminal Court, which is not a component of the ordinary criminal justice system, for the investigation of CRSV cases through mentoring, training and logistical / material support. • Provide technical advice to judicial officers, prosecutors and judges of the ordinary criminal justice system and the Special Criminal Court for prosecution and adjudication of CRSV cases. • Provide technical advice and support to ensure appropriate tracking of judicial proceedings involving CRSV in the ordinary criminal justice system. • Support victim and witness protection efforts, in conjunction with ongoing programmes by OHCHR by providing financial aid to implementing partners responsible for managing protection shelters. • Support the provision of legal information and legal aid to victims of CRSV in specific areas to ensure that victims have adequate representation during CAR judicial processes. • Provide financial and technical expertise to those conducting public perception polls/surveys regarding justice and security institutions (police, gendarmerie, courts, legal aid actors) and overall levels of conflict in CAR. • Contribute to the justice and accountability sections of the implementation plan of the new Joint Communiqué. • Undertake assessment missions to evaluate accountability efforts for CRSV crimes in CAR, to monitor the implementation of the Team of Experts projects, and to identify challenges and potential areas for support. • Prepare and share assessment mission reports, and key messages on accountability, with relevant stakeholders and partners, in and out of CAR. 	<p>Ongoing</p>	<p>TOE</p>	<p>CRSV-MPTF</p>	<p>Activities to be supported with earmarked funding / Cost of travel covered by pooled travel fund (see below)</p>
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²³ Currently there are twelve assessment reports prepared by the Team of Experts: CAR (2013); Colombia (2013); Cote d’Ivoire (2019); DRC (2013); Guinea (2014); Iraq (2017); Liberia (2011, 2014); Nigeria (2019); Somalia (2014); South Sudan (2011; 2013).

	Colombia	<ul style="list-style-type: none"> • Conduct an assessment mission, jointly with OHCHR and UN Women, to determine possible support by the Team of Experts to the transitional justice system, particularly the Special Jurisdiction for Peace, including the Investigation and Prosecution Unit and its dedicated sexual violence team. • Support the Special Jurisdiction for Peace’s Gender Commission in sharing good practices on gender equality and non-discrimination in international / national criminal justice processes, in collaboration with UN Women. • Prepare and share assessment mission reports, and key messages on accountability, with relevant stakeholders and partners, in and out of Colombia. • Support SRSG-SVC’s engagement with Colombia to support the mainstreaming of a gender approach in the implementation of the agreement in collaboration with UN Women. 	Q2 / Ongoing	TOE	CRSV-MPTF	Cost of travel covered by pooled travel fund (see below)
	Cote d’Ivoire	<ul style="list-style-type: none"> • Provide advice to Head of Civil and Criminal Affairs and other relevant officials at the Ministry of Justice on steps to clarify the scope and beneficiaries of the amnesty order for the crimes committed during the 2010-2011 post electoral crisis, as well as its impact on ongoing and future criminal proceedings. • Undertake a mission to meet with relevant officials on the amnesty order and to build the conditions to ensure openness to review the order. • Prepare and share mission report, and key messages on accountability, with relevant stakeholders and partners, in and out of Cote d’Ivoire. 	Q3 / Ongoing	TOE	CRSV-MPTF	Cost of travel covered by pooled travel fund (see below)

DRC	<ul style="list-style-type: none"> • Deploy an expert in MONUSCO’s prosecutions support cells to ensure mentoring of Congolese justice officials in the east on a regular basis with reporting lines to the Team of Experts, MONUSCO, and UNDP (DRC). • Provide technical advice to the national judicial authorities, including the Special Police Units for Women and Children, for the investigation of CRSV cases in targeted provinces in eastern DRC (including Ituri, North Kivu, South Kivu, and Tanganyika) through mentoring, training, and logistical / materials support. • Provide technical advice to the national judicial authorities for the prosecution of CRSV cases in targeted provinces in eastern DRC (including Ituri, North Kivu, South Kivu, and Tanganyika). Support the evaluation and strengthening of the prosecutorial prioritization strategy. • Facilitate the organization of investigations and of mobile court sessions in rural/interior areas. • Monitor and facilitate the implementation of court ordered reparations in five select cases. • Contribute to the justice and accountability sections of the updated implementation plan of the joint communiqué. • Undertake assessment missions to evaluate accountability efforts for CRSV crimes in DRC to monitor the implementation of the Team of Experts projects, and to identify challenges and potential areas for support. • Prepare and share assessment mission reports, and key messages on accountability, with relevant stakeholders and partners, in and out of DRC. 	Q1 / Ongoing	TOE	CRSV-MPTF	Activities to be supported with earmarked funding / Cost of travel covered by pooled travel fund (see below)
Guatemala	<ul style="list-style-type: none"> • N/A 	N/A	TOE	N/A	\$0
Guinea	<ul style="list-style-type: none"> • As member of the Steering Committee, and through the continued deployment of Team of Experts senior judicial advisor, support the development and implementation of a roadmap for the trials, which will include measures for the protection of witnesses and victims; processes and methodologies for judicial cooperation; outreach with government officials, victims, victims associations, and the general public; and reparations for victims of sexual violence. • Support the organization of training for judicial officials on international standards for trials of this nature. • Engage with Denis Mukwege Foundation and Nadia’s Initiative on the implementation of the pilot reparations project for victims of sexual violence in Guinea, as part of the Global Fund for Survivors of Sexual Violence, in line with the discussions and suggestions on reparations provided by Team of Experts to the national authorities, victims associations and civil society. • Organize a mission to discuss with national and international stakeholders and partners the progress and challenges for the preparation of trials. • Prepare and share assessment mission reports, and key messages on accountability, with relevant stakeholders and partners, in and out of Guinea. 	Q2 / Ongoing	TOE	CRSV-MPTF	Activities to be supported with earmarked funding / Cost of travel covered by pooled travel fund (see below)

Iraq	<ul style="list-style-type: none"> Organize joint Team of Experts-DPO/JCS assessment mission to examine cases already in the Iraqi justice system including for trafficking in persons for the purposes of sexual exploitation. Prepare and share the assessment report, and key messages on accountability, with relevant stakeholders and partners, in and out of Iraq. Contribute to the justice and accountability sections of the implementation of the Joint Communiqué. 	Q1 / Ongoing	TOE	CRSV-MPTF	Activities to be supported with earmarked funding / Cost of travel covered by pooled travel fund (see below)
Libya	<ul style="list-style-type: none"> N/A 	N/A	N/A	N/A	\$0
Mali	<ul style="list-style-type: none"> Provide technical advice to support national judicial authorities for the investigation and prosecution of CRSV cases, as needed and as appropriate. Contribute to the justice and accountability sections of the implementation plan of the joint communiqué. Undertake assessment mission to evaluate accountability efforts for CRSV crimes in Mali. Prepare and share assessment mission reports, and key messages on accountability, with relevant stakeholders and partners, in and out of Mali. 	Q3 / Ongoing	TOE	CRSV-MPTF	Cost of travel covered by pooled travel fund (see below)
Myanmar	<ul style="list-style-type: none"> Contribute to the implementation of the justice and accountability sections of the Implementation Plan of the Joint Communiqué, as appropriate. Contribute to the work of the Independent Investigative Mechanism for Myanmar, as appropriate. 	Ongoing	TOE	N/A	\$0
Nigeria	<ul style="list-style-type: none"> Provide mentoring to the Nigerian Joint Investigation Commission (JIC) and the Complex Crimes Group within the Office of the Attorney General of the Government of Nigeria on the investigation and prosecution of CRSV crimes committed by Boko Haram, where possible based on availability of funding. Provide material and logistical support to the JIC and Complex Crimes Group, as well as relevant state authorities as appropriate, on the investigation and prosecution of crimes committed by Boko Haram, where possible based on availability of funding. Deploy a full-time expert to Nigeria to work with national authorities, where possible based on availability of funding. Undertake assessment mission focusing on NGOs and victims to evaluate accountability efforts for CRSV crimes in Nigeria. Prepare and share assessment mission reports, and key messages on accountability, with relevant stakeholders and partners, in and out of Nigeria. 	Q2 / Ongoing	TOE	CRSV-MPTF	Cost of travel covered by pooled travel fund (see below)

Somalia	<ul style="list-style-type: none"> Undertake an assessment mission to evaluate accountability efforts for CRSV crimes in Somalia. Prepare and share assessment mission report, and key messages on accountability, with relevant stakeholders and partners, in and out of Somalia. Contribute to the justice and accountability sections of the updated implementation plan of the joint communiqué. 	Q1 / Ongoing	TOE	CRSV-MPTF	Cost of travel covered by pooled travel fund (see below)
South Sudan	<ul style="list-style-type: none"> Contribute to the finalization of accountability sections of the implementation plan of the Joint Communiqué. Facilitate the implementation of the Action Plan and Matrix of Activities for South Sudan People's Defence Forces. Facilitate the implementation of the Action Plan and Matrix of Activities for South Sudan National Police Service. Facilitate the consolidation of the South Sudan People's Defence Forces Action Plan and Sudan People's Liberation Army in Opposition Action Plan. Undertake an assessment mission to evaluate accountability efforts for CRSV crimes in South Sudan. Prepare and share the assessment mission report, and key messages on accountability, with relevant stakeholders and partners, in and out of South Sudan. 	Q1 / Ongoing	TOE	CRSV-MPTF	Cost of travel covered by pooled travel fund (see below)
Sri Lanka	<ul style="list-style-type: none"> N/A 	N/A	N/A	N/A	\$0
Sudan (Darfur)	<ul style="list-style-type: none"> Contribute to the justice and accountability sections of the proposed Framework of Cooperation with Sudan, as appropriate. 	Ongoing	TOE	N/A	\$0
Syria	<ul style="list-style-type: none"> N/A 	N/A	N/A	N/A	\$0
Yemen	<ul style="list-style-type: none"> N/A 	N/A	N/A	N/A	\$0
International / Regional	<ul style="list-style-type: none"> Contribute to the establishment and implementation of frameworks of cooperation with the Committee on the Rights of the Child and the Committee on the Elimination of all Forms of Discrimination Against Women. 	Ongoing	TOE	N/A	\$0

Subtotal						Activities to be supported with earmarked funding / Cost of travel covered by pooled travel fund (see below)
Output 3: Cooperation, coordination, coherence, and knowledge among the range of actors (governments, CSOs, NGOs, United Nations, etc.) working to promote accountability for CRSV that is in line with international standards and is victim/survivor sensitive enhanced. Baseline: N/A ²⁴ Target: >2 joint missions with other UN entities, partners or stakeholders.	Afghanistan	<ul style="list-style-type: none"> In collaboration with partners, track developments in Afghanistan for incidents of CRSV and any accountability response. 	Ongoing	TOE	N/A	\$0
	CAR	<ul style="list-style-type: none"> Liaise with relevant stakeholders and partners, in HQ and in CAR, supporting accountability for CRSV crimes to facilitate coordination, information sharing, and support. In collaboration with partners track developments in the CAR for incidents of CRSV and analyze any accountability response to inform future engagement. Facilitate coordination between the UMIRR, the Special Criminal Court, and other rule of law actors on the investigation of CRSV and complementarity between these bodies. Prepare reports for donor(s) supporting Team of Experts engagement in CAR. Mobilize resources to support accountability efforts in CAR. 	Ongoing	TOE	N/A	\$0
	Colombia	<ul style="list-style-type: none"> Liaise with relevant stakeholders and partners, in HQ and in Colombia, supporting accountability for CRSV crimes to facilitate coordination, information sharing, and support. In collaboration with partners, track developments in Colombia for incidents of CRSV and any accountability response to facilitate coordination, information sharing, and support. 	Ongoing	TOE	N/A	\$0
	Cote d'Ivoire	<ul style="list-style-type: none"> Liaise with relevant stakeholders and partners, in HQ and in Cote d'Ivoire, supporting accountability for CRSV crimes to facilitate coordination, information sharing, and support. In collaboration with partners, track developments in Cote d'Ivoire for incidents of CRSV and analyze any accountability response to inform future engagement, particularly in light of the presidential elections in 2020. Support experience sharing activities, particularly on the work of defense and security forces to prevent and respond to CRSV, as appropriate. 	Ongoing	TOE	N/A	\$0

²⁴ Number of joint missions with other UN entities, partners or stakeholders was not previously tracked.

Indicator: Number of joint missions with other UN entities, partners or stakeholders	DRC	<ul style="list-style-type: none"> • Liaise with relevant stakeholders and partners, in HQ and in DRC, supporting accountability for CRSV crimes to facilitate coordination, information sharing, and support. • In collaboration with partners, track developments in the DRC for incidents of CRSV and analyze any accountability response to inform future engagement. • Prepare reports for donor(s) supporting Team of Experts engagement in DRC. • Mobilize resources to support accountability efforts in DRC. 	Ongoing	TOE	N/A	\$0
	Guatemala	<ul style="list-style-type: none"> • Liaise with relevant stakeholders and partners, in HQ and in Guatemala, supporting accountability for CRSV crimes to facilitate coordination, information sharing, and support. • In collaboration with partners, track judicial developments in Guatemala for incidents of CRSV to inform engagements in the country and analyze any accountability response to inform future engagement, including the development of proposed amnesties. 	Ongoing	TOE	N/A	\$0
	Guinea	<ul style="list-style-type: none"> • Liaise with relevant stakeholders and partners, in HQ, at regional level and in Guinea, supporting accountability for CRSV crimes to facilitate coordination, information sharing, and support. • Support the preparation of a joint report by OHCHR and the Office of the SRSB-SVC on challenges to sustainable peace and reconciliation in Guinea, with a focus on accountability challenges for victims of 2009 events, particularly those of sexual violence. • Support experience sharing activities as needed and as appropriate. 	Ongoing	TOE	N/A	\$0
	Iraq	<ul style="list-style-type: none"> • Coordinate with UNITAD to identify synergies and opportunities for joint activities, as appropriate and in accordance with the respective Security Council mandates of the Team of Experts and UNITAD, as well as the Joint Communiqué. • Liaise with relevant stakeholders and partners, in HQ and in Iraq, supporting accountability for CRSV crimes to facilitate coordination, information sharing, and support. • In collaboration with partners, track developments in the Iraq regarding CRSV and analyze any accountability response to inform future engagement, including the situation of ISIL detainees. • Prepare reports for donor(s) supporting Team of Experts engagement in Iraq. • Support experience sharing activities as needed and as appropriate in the Middle East North Africa (MENA). 	Ongoing	TOE	N/A	\$0

Libya	<ul style="list-style-type: none"> • Liaise with relevant stakeholders and partners, in HQ and in Libya, supporting accountability for CRSV crimes to facilitate coordination, information sharing, and support. • In collaboration with partners, track developments in Libya for incidents of CRSV and analyze any accountability response to inform future engagement. • Contribute to the GFP engagement in Libya and ensure participation of Libya in workshops on CRSV more broadly. 	Ongoing	TOE	N/A	\$0
Mali	<ul style="list-style-type: none"> • Liaise with relevant stakeholders and partners, in HQ and in Mali, supporting accountability for CRSV crimes to facilitate coordination, information sharing, and support. • In collaboration with partners, track developments in Mali for incidents of CRSV and analyze any accountability response to inform future engagement. • Mobilize resources to support accountability efforts in Mali. 	Ongoing	TOE	N/A	\$0
Myanmar	<ul style="list-style-type: none"> • Liaise with relevant stakeholders and partners, in HQ and in Myanmar, supporting accountability for CRSV crimes to facilitate coordination, information sharing, and support. • In collaboration with partners, track developments in Myanmar for incidents of CRSV and analyze any accountability response to inform future engagement. 	Ongoing	TOE	N/A	\$0
Nigeria	<ul style="list-style-type: none"> • Liaise with relevant stakeholders and partners, in HQ and in Nigeria, supporting accountability for CRSV crimes to facilitate coordination, information sharing, and support. • In collaboration with partners, track developments in Nigeria for incidents of CRSV and analyze any accountability response to inform future engagement. • Mobilize resources to support accountability efforts in Nigeria. 	Ongoing	TOE	N/A	\$0
Somalia	<ul style="list-style-type: none"> • Liaise with relevant stakeholders and partners, in HQ and in Somalia, supporting accountability for CRSV crimes to facilitate coordination, information sharing, and support. • In collaboration with partners, track developments in Somalia for incidents of CRSV and analyze any accountability response to inform future engagement. 	Ongoing	TOE	N/A	\$0
South Sudan	<ul style="list-style-type: none"> • Liaise with relevant stakeholders and partners, in HQ and in South Sudan, supporting accountability for CRSV crimes to facilitate coordination, information sharing, and support. • In collaboration with partners, track developments in South Sudan for incidents of CRSV and analyze any accountability response to inform future engagement. 	Ongoing	TOE	N/A	\$0
Sri Lanka	<ul style="list-style-type: none"> • In collaboration with partners, track developments in Sri Lanka regarding CRSV and analyze any transitional justice responses to inform future engagement. 	Ongoing	TOE	N/A	\$0

Sudan (Darfur)	<ul style="list-style-type: none"> • Liaise with relevant stakeholders and partners, in HQ and in Sudan, supporting accountability for CRSV crimes to facilitate coordination, information sharing, and support. • In collaboration with partners, track developments in Sudan (Darfur) for incidents of CRSV and any accountability response. 	Ongoing	TOE	N/A	\$0
Syria	<ul style="list-style-type: none"> • In collaboration with partners, track developments in Syria for incidents of CRSV and any accountability response, including, universal jurisdiction cases in third States where sexual violence may be prosecuted. 	Ongoing	TOE	N/A	\$0
Yemen	<ul style="list-style-type: none"> • In collaboration with partners, track developments in Yemen for incidents of CRSV and any accountability response, including, universal jurisdiction cases in third States where sexual violence may be prosecuted. 	Ongoing	TOE	N/A	\$0
International / Regional	<ul style="list-style-type: none"> • Liaise with relevant international stakeholders and partners supporting accountability for CRSV crimes to facilitate coordination, information sharing, and support. • Contribute to the development of the CRSV Handbook: Prevention and Response by United Nations Peace Operations. • Contribute to the development of the Murad Code. • Contribute to the development of the Secretary-General's Guidance Notes on Transitional Justice, Rule of Law and Justice for Children. • Mobilize resources to support the work of the Team of Experts. • Liaise with relevant regional stakeholders and partners supporting accountability for CRSV crimes to facilitate coordination, information sharing, and support. • Support the development of relevant guidelines and tools on amnesties and CRSV. 	Ongoing	TOE	N/A	\$0
Subtotal					\$0

		No. of Staff Members	Unit of Measurement	Per Unit Cost in USD	Total in USD
Staff and other personnel costs	Team Leader (D1 – Office of the SSRG-SVC)	1	1 Year	\$307,100	\$307,100
	Deputy Team Leader / Policy Advisor (P5 - UNDP)	1	1 Year	\$294,147	\$294,147
	Human Rights Officer (P4 - OHCHR)	1	1 Year	\$228,900	\$228,900
	Judicial Affairs Officer (P4 - DPO)	1	1 Year	\$228,900	\$228,900
	Judicial Affairs Officer (P4 – Office of the SRSR-SVC)	1	1 Year	\$228,900	\$228,900
	Police Expert (P4 - DPO)	1	1 Year	\$228,900	\$228,900
	JPO – Africa (P2 – Office of the SRSR-SVC)	1	1 Year	\$0	\$0
	JPO – MENA (P2 – Office of the SRSR-SVC)	1	1 Year	\$0	\$0
	Admin Assistant (G5 – Office of the SRSR-SVC)	1	1 Year	\$107,800	\$107,800
	Intern	1	1 Year	\$0	\$0

	Consultants	3	Based on Assignment	\$250,000 ²⁵	\$250,000
	SUBTOTAL				\$1,874,647
Supplies, Commodities, Materials	N/A	N/A	N/A	N/A	\$0
	SUBTOTAL				\$0
Equipment, Vehicles and Furniture including Depreciation	N/A	N/A	N/A	N/A	\$0
	SUBTOTAL				\$0
Contractual Services	N/A	N/A	N/A	N/A	\$0
	SUBTOTAL				\$0
Travel	Experts Travel	8	6 missions per year	\$10,000 ²⁶	\$480,000
	Experts DSA	8	72 days per year ²⁷	\$300 ²⁸	\$172,800
	Experts Terminal Expense	8	6 missions per year	\$250 ²⁹	\$12,000
	SUBTOTAL				\$664,800
Transfers and Grants Counterparts	N/A	N/A	N/A	N/A	\$0
	SUBTOTAL				\$0
General Operating and Other Direct Costs³⁰	Contractual Services for information technology services (Level B)	8	1 Year	\$1,535	\$12,280
	Premises (rental and maintenance)	8	1 Year	\$15,900	\$127,200
	Communications for telephone and fax services	8	1 Year	\$360	\$2,880
	Supplies and Materials	8	1 Year	\$500	\$4,000
	Mobile Phone	6	1 Year	\$2,500	\$15,000
	SUBTOTAL				\$161,360

²⁵ Estimated total cost for all three consultants.

²⁶ Estimated flight cost: The estimated flight cost is \$10,000 per mission.

²⁷ Assumes an average of 12 days per mission.

²⁸ Estimated DSA: The estimated average DSA rate is \$250. The daily Danger Pay rate is \$52.60 (((\$1600 per month x 12 months) / 365 days). The estimated combined DSA and danger pay rate used is \$300.

²⁹ Terminal Expenses: Travel to and from the airport in New York (\$78 each direction). Travel to and from airport elsewhere (\$47 each direction). The estimated terminal expense per mission is \$250.

³⁰ Note that UNDP does not breakout General Operating and Other Direct Costs from Salary other than mobile phone.

Total	Programme Cost	\$2,700,807
	Indirect Support Cost (7%)	\$189,056
	Total Cost	\$2,889,863
DPO ³¹	Programme Cost	\$665,590
	Indirect Support Cost (7%)	\$46,591
	Total Cost	\$712,181
OHCHR	Programme Cost	\$332,795
	Indirect Support Cost (7%)	\$23,296
	Total Cost	\$356,091
Office of the SRSG-SVC ³²	Programme Cost	\$1,233,675
	Indirect Support Cost (7%)	\$92,587
	Total Cost	\$1,415,262
UNDP	Programme Cost	\$379,747
	Indirect Support Cost (7%)	\$26,582
	Total Cost	\$406,329

³¹ DPO holds 15% of funds received as staff reserve. These funds are returned at the end of the Joint Programme.

³² DOS holds 15% of funds received as staff reserve. These funds are returned at the end of the Joint Programme.

10. Annexes

Annex A: Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Responsible Party
Track progress / results	To collect and analyze data against targets and indicators to assess progress against outputs.	Quarterly	<ul style="list-style-type: none"> Collect and analyze progress data against results and indicators in the results and resources framework. Address slower than expected progress. 	Team Leader
Monitor and manage risk	To identify specific risks that may threaten achievement of intended outputs.	Quarterly	<ul style="list-style-type: none"> Identify, monitor, and manage risks using an actively maintained risk log. 	Team Leader
Learn	To regularly capture knowledge, good practices and lessons to integrate back into the Joint Programme.	Ongoing	<ul style="list-style-type: none"> Scan, capture and share relevant lessons from work conducted within the Joint Programme framework, as well as from sources such as other projects, external partners, etc. 	Team of Experts
Review and evaluate	To utilize evidence gathered during the period of the Joint Programme to inform and steer the Joint Programme in the direction that will yield the best results.	Year 3	<ul style="list-style-type: none"> An independent midterm review will be conducted during the period of the Joint Programme. The results of the review will be used to adjust the ongoing work to improve the efficiency and effectiveness of the Joint Programme. If deemed necessary by the Advisory Group, an external review may also be undertaken at the end of the Joint Programme. 	Team Leader / Advisory Group

Report	To inform the Advisory Group, Member States and other partners of progress made against outputs, of risks and mitigation measures, and any other relevant information as necessary.	Annually	<ul style="list-style-type: none"> • Prepare annual and consolidated final narrative reports. Annual narrative reports will be submitted to the CRSV-MPTF Secretariat and the Administrative Agent by 31 March. • Each <u>Participating UN Organization</u> will prepare the following reports on its contribution in accordance with its financial rules and regulations: (i) Annual financial statements and reports as of 31 December with respect to the funds disbursed to it from the Joint Programme Account, to be provided no later than four months (30 April) after the end of the calendar year; and (ii) Certified final financial statements and final financial reports after the completion of the activities in the Joint Programme Document and including the final year of the activities in the Joint Programme Document, to be provided no later than six months (30 June) of the year following the financial closing of the Joint Programme. • The <u>Administrative Agent</u> will: (i) Prepare annual and final consolidated narrative and financial progress reports, based on the narrative consolidated report prepared by the TOE and the financial statements/reports submitted by each of the Participating UN Organizations; (ii) Provide those consolidated reports to each donor that has contributed to the Joint Programme Account, in accordance with the timetable established in the Standard Administrative Arrangement; (iii) Provide the donors, and Advisory Group with: (a) Certified annual financial statement (“Source and Use of Funds” as defined by UNDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year; and (b) Certified final financial statement (“Source and Use of Funds”) to be provided no later than seven months (31 July) of the year following the financial closing of the Joint Programme. 	Team Leader / Advisory Group / DPO / OHCHR / Office of the SRSG-SVC / UNDP / Administrative Agent
Advisory Group Meetings	To oversee and ensure the quality of the Joint Programme and to promote results and lessons learned.	Quarterly	<ul style="list-style-type: none"> • Hold regular Advisory Group meetings to assess results under the Joint Programme. • Discuss any concerns and take action to redirect the Joint Programme to address concerns. 	Team Leader / Advisory Group
Member State Meetings	To engage with Member States to discuss challenges and opportunities facing the Team of Experts.	Annually	<ul style="list-style-type: none"> • Hold an annual meeting with Member States to discuss challenges and opportunities. 	Team Leader / Member States

Annex B: Monitoring Framework

Goal

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. (SDG 16)

Baseline: None³³

Target: Promote the rule of law at the national and international levels and ensure equal access to justice for all (SDG target 16.3)

Indicator: Proportion of victims of violence in the previous 12 months who report their victimization to competent authorities or other officially recognized conflict resolution mechanisms. (SDG indicator 16.3.1)

Achieve gender equality and empower all women and girls. (SDG 5)

Baseline: None³⁴

Target: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation. (SDG target 5.2)

Indicator: Proportion of women and girls aged 15 years and older subject to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence. (SDG indicator 5.2.2)

Outcome

Greater accountability for CRSV through prompt, effective and victim sensitive criminal proceedings carried out in line with international standards.

Given the complex nature and diverse contexts in which the Team of Experts works, relevant, consistent and reliable data is generally not available and few if any global indices track criminal proceedings in these countries exist, which makes this information highly difficult and resource-intensive to obtain. Therefore, the Team of Experts proposes to utilize information from its identified outputs and country level reporting to prepare a short qualitative assessment at the outcome level of its progress in contributing to greater accountability for CRSV through prompt, effective and victim-sensitive criminal proceedings carried out in line with international standards.

Expected Results (Outcomes & Outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
From Results Framework (Table 1)	From Results Framework (Table 1)	From identified data and information sources	How is it to be obtained?	Specific responsibilities of participating UN organizations (including in case of shared results)	Summary of assumptions and risks for each result
Output 1: Political will to promote accountability for CRSV at national, regional and international	Baseline 1: 100% ³⁵ Baseline 2: 90% ³⁶	Target 1: Security Council resolutions establishing or renewing peace operations.	Target 1: Review Security Council resolutions establishing or renewing	Team of Experts	Assumption 1: Member States prioritize addressing accountability for CRSV at national, regional, and international levels.

³³ There is currently no available data to establish a baseline for the countries in which the Team of Experts is engaged. Sources of information will be (i) the Report of the Secretary-General on progress towards the SDGs; and (ii) UN Surveys on Crime Trends and the Operations of Criminal Justice Systems compiled by UNODC. <https://www.unodc.org/unodc/en/data-and-analysis/United-Nations-Surveys-on-Crime-Trends-and-the-Operations-of-Criminal-Justice-Systems.html>.

³⁴ There is currently no available data to establish a baseline for the countries in which the Team of Experts is engaged. Sources of information will be: (i) the Report of the Secretary-General on progress towards the SDGs; and (ii) Human Development Indices and Indicators – 2018 Statistical Update. http://hdr.undp.org/sites/default/files/2018_human_development_statistical_update.pdf. Original data source, UN Women Global Database on Violence against Women (2018). <http://evaw-global-database.unwomen.org/en>.

<p>levels enhanced.</p>	<p>Target 1:</p> <p>100% of peace operation mandates for which the TOE has advocated the inclusion of the promotion of accountability for CRSV.</p> <p>Target 2:</p> <p>>90% of joint communiqués and frameworks of cooperation agreed between the Office of the SRSG-SVC and the respective Member State that includes a request for TOE technical and operational support.</p> <p>Indicator 1:</p> <p>Percentage of peace operation mandates for which the TOE has advocated the inclusion of the promotion of accountability for CRSV.</p> <p>Indicator 2:</p> <p>Percentage of joint communiqués and frameworks of cooperation adopted by the respective Member States that includes a request for TOE technical and operational support.</p>	<p>Target 2:</p> <p>Joint communiqués or frameworks of cooperation agreed between the Office of the SRSG-SVC and a Member State requesting technical and operational support by the Team of Experts</p>	<p>peace operations as they are approved.</p> <p>Target 2:</p> <p>Review finalized joint communiqués and frameworks of cooperation.</p>		<p>Assumption 2:</p> <p>Member States are interested and willing to sign joint communiqués or frameworks of cooperation that include a request for technical and operational support by the Team of Experts.</p> <p>Risks 1:</p> <p>Member States do not prioritize addressing accountability for CRSV at national, regional and international levels.</p> <p>Risks 2:</p> <p>Host Member State are unwilling to sign joint communiqués or frameworks of cooperation including a request for technical and operational support by the Team of Experts, thereby limiting entry points for the Team of Experts.</p> <p>Mitigating factors 1:</p> <p>To minimize the risk that Member States do not prioritize addressing accountability for CRSV at national, regional, and international levels, the Team of Experts will advocate with Member States the importance of including accountability for CRSV at national, regional and international levels in Security Council resolutions establishing or renewing peace</p>
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³⁵ There are nine countries with peace operations referenced in the most recent Secretary-General's report on CRSV (S/2019/280) - UNAMA (Afghanistan); United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic MINUSCA (CAR); MONUSCO (DRC); UNAMI (Iraq); UNSMIL (Libya); MINUSMA (Mali); UNSOM (Somalia); UNMISS (South Sudan) and UNAMID (Sudan - Darfur). See <https://peacekeeping.un.org/en/where-we-operate> and <https://dppa.un.org/en/current-presences>. Of these nine peace operations, the Team of Experts has advocated the inclusion of the promotion of accountability for CRSV in eight peace operation mandates (MINUSCA; MONUSCO; UNAMI; UNSMIL; MINUSMA; UNSOM; UNMISS and UNAMID).

³⁵ Currently there are twelve assessment reports prepared by the Team of Experts: CAR (2013); Colombia (2013); Cote d'Ivoire (2019); DRC (2013); Guinea (2014); Iraq (2017); Liberia (2011, 2014); Nigeria (2019); Somalia (2014); South Sudan (2011; 2013).

³⁶ The total number of joint communiqués and frameworks of cooperation agreed between the Office of the SRSG-SVC and a Member State: ten (Angola, Bangladesh, CAR, DRC, Guinea, Iraq, Mali, Myanmar, Somali, South Sudan). The total number of joint communiqués and frameworks of cooperation agreed between the Office of the SRSG-SVC and a Member State requesting technical or operational support by the Team of Experts: nine (Bangladesh, CAR, DRC, Guinea, Iraq, Mali, Myanmar, Somalia, South Sudan). Note that unilateral communiqués have not been included.

					<p>operations.</p> <p>Mitigating factors 2:</p> <p>To minimize the risk that the host Member States will not sign joint communiqués and frameworks of cooperation including a request for technical and operational support by the Team of Experts, the Team of Experts engages with Member States to highlight the benefits of receiving support and supports the Office of the SRSG-SVC in developing joint communiqués and frameworks of cooperation with strong language on accountability.</p>
<p>Output 2: Technical and operational capacity of national rule of law institutions and actors to address accountability for CRSV enhanced.</p>	<p>Baseline: 12³⁷</p> <p>Target: >2 assessment reports per year on accountability for CRSV prepared by the TOE.</p> <p>Indicator: Number of assessment reports per year on accountability for CRSV prepared by the TOE.</p>	Assessment reports	Finalized assessment reports	Team of Experts	<p>Assumption:</p> <p>Member States will consent to the Team of Experts undertaking an assessment and UN partners agree to support the Team of Experts assessment missions.</p> <p>Risks:</p> <p>Member States will not consent to the Team of Experts undertaking an assessment and UN partners will not agree to support the Team of Experts assessment missions.</p> <p>Mitigating factors:</p> <p>To minimize the risk that Member States will not consent to the Team of Experts undertaking an assessment and UN partners will not agree to support the Team of Experts assessment missions, the Team of Experts will advocate with Member States and liaise with UN partners to ensure broad ownership and understanding of the</p>

³⁷ Currently there are 12 assessment reports prepared by the Team of Experts: CAR (2013); Colombia (2013); Cote d'Ivoire (2019); DRC (2013); Guinea (2014); Iraq (2017); Liberia (2011, 2014); Nigeria (2019); Somalia (2014); South Sudan (2011; 2013).

					necessity for such an assessment.
<p>Output 3: Cooperation, coordination, coherence, and knowledge among the range of actors (governments, CSOs, NGOs, United Nations, etc.) working to promote accountability for CRSV enhanced.</p>	<p>Baseline: N/A³⁸</p> <p>Target: >2 joint missions with other UN entities, partners or stakeholders.</p> <p>Indicator: Number of joint missions with other UN entities, partners or stakeholders.</p>	Joint mission reports	Finalized joint mission report	Team of Experts	<p>Assumption: Other UN entities, partners or stakeholders are willing, interested and able to participate in joint missions.</p> <p>Risks: Other UN entities, partners or stakeholders are unwilling, uninterested or unable to participate in joint missions.</p> <p>Mitigating factors: To minimize the risk that other UN entities, partners or stakeholders are unwilling, uninterested, or unable to participate in joint missions, the Team of Experts advocates with other UN entities, partners and stakeholders for joint missions and the benefits of joint missions. The Team of Experts may also consider cost-sharing options where appropriate.</p>

³⁸ Number of joint missions with other UN entities, partners or stakeholders was not previously tracked.

Annex C: Risk Log

Risk Category	Description / Analysis	Probability Low, Medium, High	Impact Low, Medium, High	Vulnerability	Control/Mitigation	Responsible Party
1. Social and Environmental						
1.1 Human rights violations	<p>The possibility that advocating accountability for human rights violations (serious crimes), particularly sexual violence, may put individuals at risk of harm if appropriate protection and support measures are not in place.</p> <p>The possibility that supporting accountability for specific types of human rights violations (serious crimes) may inadvertently create conflict among different groups.</p> <p>The possibility that as a consequence of the harm or conflict, reputational risk may result.</p>	Medium	Medium	Medium	To minimize the risk of harm or conflict, the Team of Experts adheres to the human rights and victim sensitive principles undertakes assessments, considers conflict analysis, and seeks to identify and utilize best practices and lessons learned.	Team of Experts
1.2 Gender discrimination / parity	The possibility that encouraging women's participation and leadership in justice and security institutions may result in a backlash, furthering gender based discrimination, including violence against women.	Low	Medium	Low	To minimize the risk of backlash, the Team of Experts considers and seeks to address deep-seated traditional discriminatory practices and stereotypes as well as security risks in respective institutions.	Team of Experts
1.3 Loss of biodiversity and unsustainable use of natural resources	N/A	N/A	N/A	N/A	N/A	N/A
1.4 Climate change	The possibility that providing technical assistance through a HQ based team with a global mandate	Low	Low	Low	To minimize the risk of climate change and pollution from travel, the Team of Experts utilizes technology to	Team of Experts

	requiring frequent travel by staff and consultants may affect the environment and increase pollution.				provide remote support and embeds experts directly in the field.	
1.5 Community health and safety (including natural disasters)	N/A	N/A	N/A	N/A	N/A	N/A
1.6 Working conditions	The possibility that working on CRSV issues in highly insecure environments may result in team members being exposed to hostile environments and traumatic and disturbing information on a regular basis and may further result in some degree of post-traumatic stress.	Low	Low	Low	To minimize the impact on team members, the Team of Experts undertakes periodic status checks to ensure the well-being of team members.	Team of Experts
1.7 Cultural heritage	N/A	N/A	N/A	N/A	N/A	N/A
1.8 Displacement and resettlement	N/A	N/A	N/A	N/A	N/A	N/A
1.9 Indigenous people	The possibility that limited access and outreach in conflict and post-conflict environments may result in a failure to adequately consider and address the needs of all victims of CRSV, including minority and indigenous populations	Low	Low	Low	To minimize the risk of excluding minorities and indigenous peoples who have experienced CRSV, the Team of Experts engages representative civil society groups to ensure a full accounting of those affected by CRSV.	Team of Experts
1.10 Pollution and waste	N/A	N/A	N/A	N/A	N/A	N/A
Risk Category	Description / Analysis	Probability Low, Medium, High	Impact Low, Medium, High	Vulnerability	Control/Mitigation	Responsible Party
2. Financial						
2.1 External factors	The possibility that relying exclusively on voluntary contributions may subject the Team of Experts to economic downturns, currency	High	High	High	To minimize the risk of exposure to economic downturns, currency fluctuations, and changes in the priorities of Member States, the Team	Team Leader / Deputy Team Leader

	<p>fluctuations, and changes in the priorities of Member States (donors).</p> <p>The possibility that Member States (donors) may increasingly seek to earmark funding for specific countries and activities resulting in reduced flexibility and responsiveness.</p>				<p>of Experts actively seeks to diversify its donor base (including non-governmental donors) and engages Member States to ensure the work of the Team of Experts remains a priority.</p> <p>To minimize the risk of Member States requiring funds be earmarked, the Team of Expert advocates the collective benefits of flexible funding with Member States.</p>	
2.2 Internal factors	The possibility that implementing partners mismanage project funds.	Medium	Medium	Medium	To minimize the risk of implementing partners mismanaging funds the Team of Experts conducts screening process of potential partners, monitor and, when necessary, audits implementation processes.	Team of Experts
Risk Category	Description / Analysis	Probability Low, Medium, High	Impact Low, Medium, High	Vulnerability	Control/Mitigation	Responsible Party
3. Operational						
3.1 Complex design	The possibility that the innovative and unique structure and mandate of the Team of Experts may create confusion among partners resulting in missed opportunities.	High	Medium	Medium	<p>To minimize the risk of missed opportunities resulting from confusion around its structure and mandate, the Team of Experts works to increase the understanding among UN and non-UN partners and Member States on how the Team of Experts is structured and functions.</p> <p>The Team of Experts produces pedagogical and easily accessible products on the mandate and structure of the Team of Experts for distribution.</p>	Team of Experts

3.2 Project management	<p>The possibility that the reliance on the capacities of field-based colleagues outside of the Team of Experts may negatively affect project implementation.</p> <p>The possibility that low quality implementation and/or slow delivery by other UN entities may lead to lack of visible results or impact.</p>	Medium	Medium	Medium	<p>To minimize the risk of capacity issues as well as low quality or slow delivery, the Team of Experts regularly engages with relevant colleagues in the field and undertakes regular field missions to ensure progress of project implementation.</p> <p>Project coordinators are asked to produce detailed work plans, identify clear milestones and regularly submit progress reports.</p>	Team of Experts
3.3 Human error / incompetence	N/A	N/A	N/A	N/A	N/A	N/A
3.4 Infrastructure failure	N/A	N/A	N/A	N/A	N/A	N/A
3.5 Safety and security	<p>The possibility that working in crisis/conflict-affected or fragile contexts may expose the Team of Experts to a variety of security risks.</p>	Medium	Medium	Medium	<p>To minimize the security risk to team members and to determine the feasibility of undertaking or continuing engagements, the Team of Experts continuously monitors the security situation in relevant countries and remains in contact with colleagues in the field, including security colleagues.</p>	Team of Experts / UNCT / UN Missions
3.6 Poor monitoring and evaluation	<p>The possibility that weak monitoring, evaluation, and reporting may undermine efforts to demonstrate added value of the Team of Experts</p>	Medium	Low	Low	<p>To minimize the risk posed by weak monitoring, evaluation, and reporting, the Team of Experts develops criteria for assessing progress prior to undertaking any project or intervention; works with relevant partners to ensure adequate and timely monitoring, evaluation, and reporting; and continuously evaluates the format and means by which it communicates its work to UN/non-UN partners and Member States.</p>	Team Leader / UNCT / UN Missions

3.7 Delivery	The possibility that failure to deliver results may undermine the credibility, weaken relationships with host governments, and reduce Member State support.	Low	Medium	Medium	To minimize risk that failure to deliver may result in reduced credibility, weak relationships with host governments, and reduced Member State support, the Team of Experts develops carefully thought out and strategic engagement in which all relevant partners are brought on board to ensure ownership and increase the likelihood of success. To manage expectations, the Team of Experts clarifies what it can do and what it is not in a position to achieve. It updates on new developments affecting the Team of Experts activities and request necessary adjustments to planned activities, while flagging the likelihood of changes to the results.	Team of Experts
3.8 Programme management	The possibility that failure to understand the strategic and political context may result in missed opportunities.	Low	Low	Low	To minimize risk of missing opportunities due to the failure to understand the strategic and political context, the Team of Experts ensures that it is well positioned by actively engaging in relevant political and technical consultations and undertaking assessments. The TOE makes a concerted effort to build up specific country expertise among its staff and take steps to avoid turn-over of staff.	Team of Experts
3.9 Process efficiency	The possibility that inefficient administrative processes may result in delays undermining credibility and cooperation.	High	High	High	To minimize the risk posed by inefficient administrative processes, the Team of Experts undertakes planning and review activities to enable early identification of needs and ensure sufficient lead time to facilitate administrative processes	Team Leader / Deputy Team Leader

3.10 Internal controls	N/A	N/A	N/A	N/A	N/A	N/A
3.11 Internal and external fraud audit	N/A	N/A	N/A	N/A	N/A	N/A
3.12 Compliance and legal	N/A	N/A	N/A	N/A	N/A	N/A
3.13 Procurement	The possibility that delays in UN procurement processes, including recruitment of staff and consultants, may delay implementation and undermine credibility.	High	High	High	To minimize the risk posed by procurement delays, the Team of Experts undertakes planning and review activities to enable early identification of procurement needs and ensure sufficient lead time to facilitate procurement processes.	Team Leader / Deputy Team Leader
3.14 Technology	The possibility that failure to integrate available technological solutions may delay work processes, undermine work quality, and put partners at risk.	Low	Low	Low	To minimize work process delays, improve work quality, and ensure partners are not put at risk, the Team of Experts considers technological solutions to facilitate its work and ensure the security of confidential information.	Team of Experts
3.15 Physical assets	N/A	N/A	N/A	N/A	N/A	N/A
Risk Category	Description / Analysis	Probability Low, Medium, High	Impact Low, Medium, High	Vulnerability	Control/Mitigation	Responsible Party
4. Organizational						
4.1 Institutional arrangements	The possibility that working under a co-lead entity structure may expose the Team of Experts to changes in institutional mandates and priorities.	Medium	Medium	Medium	To minimize the exposure to changes in institutional mandates and priorities, the Team of Experts seeks to demonstrate the value of its work to co-lead entities and the UN system more broadly. To minimize the exposure to changes in institutional mandates and priorities, the Team of Experts engages Member States to ensure accountability for	Team of Experts / Advisory Group

					serious crimes, including CRSV, remains a priority within the UN system.	
4.2 Institutional / execution capacity	The possibility that weak engagement by UN partners at HQ and country level may negatively affect the implementation of projects.	Medium	Medium	Medium	<p>To minimize the risk of weak engagement by UN partners, the Team of Experts liaises actively at both HQ and country level to ensure coordination and collaboration on its projects.</p> <p>If needed, the Team of Experts can resort to High-level advocacy by the SRSG-SVC, the Secretary-General and members of the Security Council in an effort to remind heads of agencies of their commitments to the issue and the work of the Team of Experts.</p>	Team of Experts / Advisory Group
4.3 Implementation arrangements	The possibility that a lack of clarity in terms of roles and responsibilities of bodies working to address CRSV may undermine progress in global efforts to address the issue.	Medium	Medium	Medium	<p>To minimize the risk that a lack of clarity in terms of roles and responsibilities undermines progress in global efforts to address the issue, the Team of Experts ensures relevant bodies working on CRSV understand its mandate.</p> <p>The Team of Experts also supports the SRSG-SVC in her efforts to advocate with the Secretary-General and the Security Council for a clear division of responsibilities and corresponding accountability in relation to the need to strengthen accountability for CRSV crimes.</p>	Team of Experts / Advisory Group
4.4 Country office capacity	The possibility that lack of operational or technical capacity of UNCTs and Missions may negatively impact the	High	High	Medium	To minimize the risk of weak operational and technical capacities, the Team of Experts advocates both	Team of Experts

	country-level engagements by the Team of Experts.				internally and directly with Member States on improving specific country office or mission capacity.	
4.5 Governance	The possibility that differing interpretations of the mandate, structure, and reporting lines of the Team of Experts may undermine programme delivery.	High	High	High	To minimize the risk that differing interpretations of the mandate, structure and reporting lines may undermine programme delivery, the Team of Experts holds regular meetings with co-lead entities.	Team of Experts / Advisory Group
4.6 Culture, code of conduct & ethics	N/A	N/A	N/A	N/A	N/A	N/A
4.7 Accountability & compensation	N/A	N/A	N/A	N/A	N/A	N/A
4.8 Succession planning & talent management	N/A	N/A	N/A	N/A	N/A	N/A
4.9 HR processes & procedures	The possibility that delays in UN human resources processes and procedures, may delay implementation, impact delivery, and undermine credibility.	High	High	High	To minimize the risk posed by delays in UN human resources processes and procedures, the Team of Experts undertakes planning and review activities to enable early identification of human resources needs and provides sufficient lead time to facilitate process.	Team Leader / Deputy Team Leader
Risk Category	Description / Analysis	Probability Low, Medium, High	Impact Low, Medium, High	Vulnerability	Control/Mitigation	Responsible Party
5. Political						
5.1 Corruption	N/A	N/A	N/A	N/A	N/A	N/A
5.2 Government commitment	The possibility that host governments may be unwilling to sign joint communiqués or frameworks of cooperation consenting to the deployment of the Team of Experts may prevent country-level	Low	High	Low	To minimize the risk that host governments do not consent to deployments, the Team of Experts engages with governments to highlight the benefits of receiving support and supports the Office of the SRSO-SVC	SRSO-SVC / Advisory Group / Missions / UNCT/ Team Leader

	engagements.				<p>in developing joint communiqués and frameworks of cooperation. It also works with civil society to generate demand and momentum for the deployment of CRSV experts.</p> <p>To minimize the risk that host governments do not consent to deployments, the Team of Experts engages with Member States to advocate for the inclusion of accountability for CRSV in the mandates of UN peace operations.</p>	
5.3 Political will	The possibility that host governments may be unwilling to sign joint communiqués or frameworks of cooperation consenting to the deployment of the Team of Experts may prevent country-level engagements.	Low	Medium	Low	<p>To minimize the risk that host governments do not consent to the deployment, the Team of Experts engages with governments to highlight the benefits of receiving technical support and contributes to the development of joint communiqués and frameworks of cooperation by the Office of the SRSG-SVC.</p> <p>To minimize the risk that host governments do not consent to deployments, the Team of Experts engages with Member States to advocate for the inclusion of accountability for CRSV in the mandates of UN peace operations.</p>	SRSG-SVC / Team Leader
5.4 Political instability	The possibility that political instability may slow decision making and shift focus away from addressing CRSV.	Medium	Medium	Medium	<p>To minimize the effect of political instability, the Team of Experts continuously monitors the political environment, consults with relevant UN actors who have insight on political situations in country, and takes appropriate measures to ensure the continuation and success of its</p>	UN Mission / UNCT / Team of Experts

					work.	
5.5 Change in government	The possibility that changes in government may result in the new government not honouring commitments made by the prior government may negatively impact the country-level engagements of the Team of Experts.	Medium	High	High	To minimize the effect that changes in government may have on prior commitments, the Team of Experts develops close partnerships with key stakeholders within the permanent state structure, and identifies individuals that can play a bridge-role between the old and new government.	UN Mission / UNCT / Team of Experts
5.6 Armed conflict and instability	The possibility that limited ability to work in some priority countries or in areas of some priority countries due to insecurity may negatively affect implementation of Team of Experts projects.	Medium	Medium	Medium	To minimize the risk to implementation as a result of conflict and insecurity, the Team of Experts continuously monitors the country context to ensure that staff are safe, and to determine the feasibility of undertaking or continuing engagement.	Team Leader / UNCT / UN Missions
5.7 Adverse public opinion / media intervention	The possibility that negative public opinion may undermine the work of the Team of Experts. The possibility that negative stories in the media may discourage partners from engaging in accountability processes.	Low	Medium	Medium	To minimize the risk that negative public opinion or negative media can have on accountability efforts, the Team of Experts ensures that its work is transparent and well known to partners to avoid misunderstandings.	Team of Experts
Risk Category	Description / Analysis	Probability Low, Medium, High	Impact Low, Medium, High	Vulnerability	Control/Mitigation	Responsible Party
6. Regulatory						
6.1 New unexpected regulations, policies	The possibility that changes in national legislation and policies may undermine the Team of Experts' accountability efforts.	Low	Medium	Low	To minimize the risk posed by unexpected changes in legislation, regulations or policies, the Team of Experts monitors relevant on-going legislative and other processes, works	Team of Experts / UNCT / UN Missions

					with national authorities to support the enactment of strong, internationally compliant legislation (or discourages enactment of legislation not compliant with international norms), and develops contingency plans.	
6.2 Critical policies or legislation fails to pass or progress in the legislative process	The possibility that legislative delays or failure to pass legislation may undermine the Team of Experts' ability to promote accountability.	Medium	Medium	Medium	To minimize risk posed by legislative delays or failure to pass relevant legislation, the Team of Experts follows relevant on-going legislative processes, works with national authorities to support the enactment of strong, internationally compliant legislation, including by identifying and addressing key blockages in the legislative process.	Team of Experts / UNCT / UN Missions
Risk Category	Description / Analysis	Probability Low, Medium, High	Impact Low, Medium, High	Vulnerability	Control/Mitigation	Responsible Party
7. Strategic						
7.1 Partnership failing to deliver	The possibility that the failure of partners to deliver may undermine the ability of the Team of Experts to implement its programme.	Low	Medium	Medium	To minimize the risk that partners fail to deliver, the Team of Experts undertakes assessments of potential partners and develops contingency plans.	Team of Experts
7.2 Strategic vision, planning & communication	The possibility that weak strategic vision, planning and communication may undermine the ability of the Team of Experts to implement its programme.	Low	Medium	Medium	To minimize the risk that the Team of Experts lacks strategic vision, planning and communication, the Team of Experts engages in regular reviews of its strategic vision, planning and communications.	Team Leader
7.3 Leadership & management	N/A	N/A	N/A	N/A	N/A	N/A
7.4 Programme	The possibility that the Team of	Low	Medium	Medium	To minimize the risk that the Team of	Team of

alignment	Experts' programme is not aligned with UN system-wide priorities on CRSV may undermine the implementation of the Team of Experts' programme.				Experts programme is not aligned with UN system-wide priorities, the Team of Experts bases its work on joint programmes which are developed through a consultative process with the co-lead entities and other UN partners; seeks to complement the ongoing work of the UN system on CRSV; and contributes to efforts by the Office of the SRSB-SVC to secure joint communiqués and frameworks of cooperation and support the development of implementation plans and action plans to ensure its work is strategically aligned with the government priorities and the work of the UN.	Experts
7.5 Competition	Change in priorities within the international community, weakening support for Team of Experts efforts to incorporate sexual violence in recovery, peacebuilding, and development.	Medium	Medium	Medium	The Team of Experts is the only dedicated Security Council mandated body to assist national authorities in strengthening the rule of law with the aim of ensuring criminal accountability for perpetrators of CRSV. The Team of Experts continues to produce high quality strategic support to ensure it is the preferred provider of support in addressing CRSV.	Team of Experts
7.6 Stakeholder relations	The possibility that a lack of stakeholder buy-in may undermine the work of the Team of Experts.	Low	Medium	Medium	To minimize the risk of stakeholder buy-in, the Team of Experts actively engages with stakeholders and partners at all levels to ensure buy-in and ownership.	Team of Experts
7.7 Reputation	The possibility that a lack of credibility may undermine the ability of the Team of Experts to function.	Low	High	High	To minimize the reputational risk, the Team of Experts actively manages its reputation through reflection on its	Team of Experts

					work, the partnerships it maintains, and strategies it pursues.	
7.8 UN coordination	The possibility that a lack of coordination among UN partners may undermine credibility with beneficiaries, risk duplication, and reduce overall impact of the Team of Experts	High	Medium	Medium	<p>To minimize the risk posed by a lack of coordination among UN partners, the Team of Experts participates in relevant UN coordination mechanisms, including the GFP, to ensure its work is well integrated and coordinated with other UN activities.</p> <p>To minimize the risk posed by a lack of coordination among UN partners, the Team of Experts utilizes its co-lead entity structure to facilitate information sharing among DPKO, OHCHR, and UNDP.</p>	Team of Experts
7.9 UN reform	The possibility that UN reform efforts may create uncertainty and possibly result in paralysis of the UN System, with negative consequences for the Team of Experts.	Medium	Medium	Medium	To minimize the risk posed by UN reform, the Team of Experts follows ongoing UN reform efforts and advocates for its space within the UN system guided by its Security Council mandate.	Team of Experts

Annex D: Social and Environmental Screening

Project Information

Project Information	
1. Project Title	Team of Experts on the Rule of Law and Sexual Violence in Conflict – Phase III
2. Project Number	
3. Location (Global/Region/Country)	Global

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
<i>Briefly describe in the space below how the Project mainstreams the human-rights based approach</i>
The Joint Programme specifically focuses on addressing CRSV, which has its root causes in, among other factors, gender inequality and discrimination, and the general lack of respect for human rights, including political, civil, economic, social and cultural rights. The Joint Programme will seek to mainstream human rights as part of its work, including by promoting key human-rights based approach principles, including equality, non-discrimination, and accountability through the rule of law. As part of its approach to providing assistance, the Joint Programme will seek to ensure wide participation and consultation with survivors of CRSV, vulnerable groups, and affected communities.
<i>Briefly describe in the space below how the Project is likely to improve gender equality and women’s empowerment</i>
The Joint Programme specifically focuses on addressing CRSV, which has its root causes in, among other factors, gender inequality and discrimination, and the general lack of respect for human rights, including political, civil, economic, social and cultural rights. The Joint Programme seeks to empower victims of CRSV, who are mostly women and girls, through justice and accountability. These efforts will help to breakdown negative social norms within communities and address issues of stigma not only for women and girls, but also for men and boys who experience CRSV. V.
<i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i>
The Joint Programme does not directly address conservation, biodiversity, or protection of natural habitats as it focuses on assisting national authorities in strengthening the rule of law with the aim of ensuring criminal accountability for perpetrators of CRSV. However, strengthening the rule of law broadly can also improve accountability and enforcement mechanisms aimed at ensuring environmental sustainability.

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>Comments</p>	<p>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</p>
<p>Risk 1: In seeking to ensure criminal accountability for perpetrators of CRSV there is a risk that duty-bears do not have the capacity to meet their obligations.</p>	<p>I = 1 P = 3</p>	<p>Low</p>	<p>The focus of the Joint Programme is precisely to assist national authorities in strengthening the rule of law with the aim of ensuring criminal accountability for perpetrators of CRSV. This entails enhancing the capacity of duty-bears to meet their obligations.</p>	<p>The capacities of the duty-bears will be considered in all activities under the Joint Programme. Activities will be designed in consultation and collaboration with the duty-bears.</p>
<p>Risk 2: In seeking to ensure criminal accountability for perpetrators of CRSV there is a risk that rights-holders do not have the capacity to claim their rights.</p>	<p>I = 1 P = 3</p>	<p>Low</p>	<p>The Joint Programme takes a survivor-sensitive approach to its work. It aims to engage and empower rights-holders to claim their rights.</p>	<p>The interests and capacities of the rights-holders will be considered in all activities under the Joint Programme. Activities will be designed in consultation and collaboration with rights-holders.</p>
<p>Risk 3: In seeking to ensure criminal accountability for perpetrators of CRSV there is a risk that encouraging victims and witnesses to come forward can inadvertently put people at risk if the political, security, and social/cultural</p>	<p>I = 2 P = 3</p>	<p>Low</p>	<p>The Joint Programme adheres to the “Do No Harm” principle, but also seeks to meet the expectations of survivors of CRSV.</p>	<p>A victim-sensitive approach and adherence to conflict sensitivity and “Do No Harm” principles will be used in all activities under the Joint Programme.</p>

environment allows perpetrators to function with impunity.				
Risk 4: In seeking to ensure criminal accountability for perpetrators of CRSV there is a risk that by encouraging women’s participation and leadership in justice and security processes and institutions there may be an initial backlash by historically male dominated processes and institutions.	I = 1 P = 2	Low	Activities under the Joint Programme are developed in partnership with justice and security actors and owned by the respective institutions.	The Joint Programme will seek to tackle deep seated cultural and traditional biases directly through training and mentoring support.
Risk 5: The Joint Programme includes the provision of technical assistance through HQ based team which will result in frequent travel of staff and consultants – affecting the environment and increasing pollution.	I = 2 P = 4	Low	As technical assistance is a large component of the Joint Programme, travel will be required.	Where possible, remote support will be explored such as through IT mechanisms.
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)				
<i>Low Risk</i>		<input checked="" type="checkbox"/>	The Joint Programme focuses on assisting national authorities in strengthening the rule of law with the aim of ensuring criminal accountability for perpetrators of CRSV. The results of the Joint Programme have a low risk of negatively affecting components of the SESP review.	
<i>Moderate Risk</i>		<input type="checkbox"/>		
<i>High Risk</i>		<input type="checkbox"/>		
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				
Check all that apply			Comments	
<i>Principle 1: Human Rights</i>		<input checked="" type="checkbox"/>	N/A – low risk	
<i>Principle 2: Gender Equality and Women’s Empowerment</i>		<input checked="" type="checkbox"/>	N/A – low risk	
<i>1. Biodiversity Conservation and Natural Resource Management</i>		<input type="checkbox"/>		
<i>2. Climate Change Mitigation and Adaptation</i>		<input checked="" type="checkbox"/>	N/A – low risk	

	3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	
	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ³⁹	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	Yes
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	Yes
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No

³⁹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ⁴⁰ greenhouse gas emissions or may exacerbate climate change?	Yes
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No

⁴⁰ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ⁴¹	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

⁴¹ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Annex E: Administrative Arrangements between the Team of Experts and Co-lead Entities

	TOE – DPO (JCS and Police)	TOE – OHCHR	TOE – UNDP	TOE – Office of the SRSG-SVC
Recruitment	<ul style="list-style-type: none"> - Post will be advertised by DPO in Inspira. - Recruitment process will be led jointly by the TOE Team Leader and DPO. - Selection / recommendation will be submitted jointly by the TOE Team Leader and DPO. - Processing through Inspira will be undertaken by DPO. 	<ul style="list-style-type: none"> - Post will be advertised by OHCHR Inspira. - Recruitment process will be led jointly by the TOE Team Leader and OHCHR. - Selection / recommendation will be submitted jointly by the TOE Team Leader and OHCHR. - Processing through Inspira will be undertaken by OHCHR. 	<ul style="list-style-type: none"> - Post will be advertised by UNDP on UNDP’s website. - Recruitment process will be led jointly by the TOE Team Leader and UNDP. - Selection / recommendation will be submitted jointly by the TOE Team Leader and UNDP with participation by other co-lead entities in interview panels. - Processing through the Resources and Operations Management portal will be undertaken by UNDP. 	<ul style="list-style-type: none"> - Post of the TOE Team Leader will be advertised by Office of the SRSG-SVC in Inspira and circulated by other co-lead entities. - Selection / recommendation of the TOE Team Leader will be undertaken by the Office of the SRSG-SVC with participation by other co-lead entities through Advisory Group representative participation in interview panels. - Processing of the Team Leader’s recruitment through Inspira will be undertaken by Office of the SRSG-SVC. - Recruitment process for Office of the SRSG-SVC members of the TOE will be led by the TOE Team Leader or Deputy Team Leader. - Post of Office of the SRSG-SVC members of the TOE will be advertised by the TOE Team Leader in Inspira. - Selection / recommendation of the Office of the SRSG-SVC members of the TOE will be submitted by the TOE Team Leader. - Processing of Office of the SRSG-SVC members will be undertaken by the TOE Team Leader.
Extension of contracts	<ul style="list-style-type: none"> - Extensions will be jointly agreed by the TOE Team Leader and DPO by email. - Requests for extension will be submitted for processing by DPO. 	<ul style="list-style-type: none"> - Extensions will be jointly agreed by the TOE Team Leader and OHCHR by email. - Requests for extension will be submitted for processing by OHCHR. 	<ul style="list-style-type: none"> - Extensions will be jointly agreed by the TOE Team Leader and UNDP by email. - Requests for extension will be submitted for processing by UNDP. 	<ul style="list-style-type: none"> - Extensions of the Team Leader of the TOE will be agreed by the Office of the SRSG-SVC in consultation with the other co-lead entities through the Advisory Group. - Extensions of the Office of the SRSG-SVC members of the TOE will be decided by the TOE Team Leader in consultation with the Deputy Team Leader. - Requests for extension will be submitted by the TOE Team Leader for processing.
Leave	<ul style="list-style-type: none"> - Leave requests will be approved by the TOE Team Leader by email. - Leave requests will be approved by DPO in Umoja. 	<ul style="list-style-type: none"> - Leave requests will be approved by the TOE Team Leader by email. - Leave requests will be approved by OHCHR in Umoja. 	<ul style="list-style-type: none"> - Leave requests will be approved by the TOE Team Leader by email. - Leave requests will be approved by UNDP in ATLAS. 	<ul style="list-style-type: none"> - Leave requests of the TOE Team Leader will be approved by the Office of the SRSG-SVC in Umoja. - Leave requests of the Office of the SRSG-SVC members of the TOE will be approved by the TOE Team Leader in Umoja.

Travel	<ul style="list-style-type: none"> - Travel will be approved by the TOE Team Leader by email. - Travel will be entered in Umoja by the traveler and approved by DPO in Umoja. 	<ul style="list-style-type: none"> - Travel will be approved by the TOE Team Leader by email. - Travel will be entered in Umoja by the traveler and approved by OHCHR in Umoja. 	<ul style="list-style-type: none"> - Travel will be approved by the TOE Team Leader by email. - Travel will be approved by UNDP through the Bureau Travel Management System. - Travel will be processed by UNDP unless otherwise agreed. 	<ul style="list-style-type: none"> - Travel of the TOE Team Leader will be approved by the Office of the SRSG-SVC in Umoja. - Travel of Office of the SRSG-SVC members of the TOE will be approved by the TOE Team Leader in Umoja.
Training	<ul style="list-style-type: none"> - Training requests will be approved by the TOE Team Leader and DPO. 	<ul style="list-style-type: none"> - Training requests will be approved by the TOE Team Leader and OHCHR. 	<ul style="list-style-type: none"> - Training requests will be approved by the TOE Team Leader and UNDP. 	<ul style="list-style-type: none"> - Training requests of the TOE Team Leader will be approved by the Office of the SRSG-SVC. - Training requests of the Office of the SRSG-SVC members of the TOE will be approved by the TOE Team Leader.
Performance appraisals	<ul style="list-style-type: none"> - The TOE Team Leader will be the First Reporting Officer and will consult with the Deputy Team Leader. - DPO will be the Second Reporting Officer. - Performance appraisals will be submitted through Inspira. 	<ul style="list-style-type: none"> - The TOE Team Leader will be the First Reporting Officer and will consult with the Deputy Team Leader. - OHCHR will be the Second Reporting Officer. - Performance appraisals will be submitted through Inspira. 	<ul style="list-style-type: none"> - The TOE Team Leader will provide feedback to UNDP by email. - UNDP will prepare the performance appraisal through the Performance Management and Development on-line tool. 	<ul style="list-style-type: none"> - The SRSG-SVC will be First Reporting Officer for the TOE Team Leader. - Co-lead entities will provide feedback on the performance of the TOE Team Leader to the SRSG-SVC by email to be reflected in the ePas prepared by the SRSG-SVC. - The TOE Deputy Team Leader will be the First Reporting Officer for Office of the SRSG-SVC members of the TOE. - The TOE Team Leader will be the Second Reporting Officer for Office of the SRSG-SVC members of the TOE. - Performance appraisals will be submitted through Inspira.

Annex F: Team of Experts Advisory Group Terms of Reference

Background – On 30 September 2009, the UN Security Council unanimously adopted resolution 1888, which builds upon the principles and obligations of previous Security Council resolutions 1325 (2000) and 1820 (2008). Operative paragraph 8 of the resolution calls upon the Secretary-General of the United Nations to take measures to identify and deploy a team of experts “to situations of particular concern with respect to sexual violence in armed conflict” in order to “assist national authorities . . . to strengthen the rule of law”. Based on operative paragraph 8, the UN entities leading on rule of law at the time (Department of Peacekeeping Operations now DPO, OHCHR and UNDP) established the Team of Experts and agreed to form and participate in an Advisory Group to be chaired by the Team Leader of the UN Team of Experts.

The 2020-2024 Joint Programme expands the Advisory Group to include the following co-lead entities: DPO, OHCHR, Office of the SRSO-SVC and UNDP.

Advisory Group Functions –

Programme

- Provide programmatic guidance and oversee the management and delivery of the Joint Programme to ensure targeted results, coherence and impact over time;
- Provide advice and guidance to the Team of Experts on possible countries and thematic areas of engagement, and partnerships;
- Provide advice and guidance on how the Team of Experts can enhance programming of the co-lead entities;
- Endorse annual and final reports of the Team of Experts;
- Support the implementation of Team of Experts recommendations, including those identified on the basis of country-specific assessments; and
- Facilitate the signature of Joint Programmes of the Team of Experts by the respective co-lead entities and participate in other approval processes as needed.

Resources

- Support the Team of Experts in its efforts to mobilize resources; and
- Endorse the transfer of Team of Experts’ funds among co-lead and non-co-lead entities.

Coordination

- Promote and facilitate collaborative working relationships between the Team of Experts and the co-lead entities in line with UN core values and relevant policies, rules and regulations.

Staff

- Engage in the selection of the Team Leader and Deputy Team Leader of the Team of Experts through, inter alia, participation in interview panels; and
- Agree on the creation, establishment and placement of any new Team of Experts posts not which are included in this Joint Programme.

Outreach

- Ensure visibility of the Team of Experts through strategic communication and public information efforts.

Chair of the Advisory Group – Advisory Group meetings shall be chaired by the Team Leader of the Team of Experts. In the absence of the Team Leader, the Deputy Team Leader will convene the meeting(s). The Chair will organize and facilitate meetings and prepare meeting minutes summarizing the meeting, documenting key decisions, and noting action points.

Size and Composition of the Advisory Group – The Advisory Group shall consist of a representative from each of the co-lead entities contributing a member to the Team of Experts (DPO, OHCHR, Office of the SRSO-SVC, and UNDP). Advisory Group representatives will differ from the members of the Team of Experts. If in the future an additional UN entity contributes a member to the Team of Experts, the entity will be requested to identify a representative to participate in the Advisory Group. In case of absence, the respective Advisory Group representatives will designate an alternate representative from the respective entity to participate in the meeting(s).

Other Participants – The Chair may request the participation of representatives of other UN or non-UN entities or other individuals in the Advisory Group meetings as appropriate.

Decision Points – The Advisory Group will make decisions on issues set forth in the Advisory Group Functions section above as well as other issues raised by the Advisory Group representatives and members of the Team of Experts where appropriate.

Decision Making – The Advisory Group will make decisions based on consensus. In the event consensus cannot be reached, decisions will be taken based on a majority of all co-lead entities.

Agenda – A meeting agenda will be prepared by the Chair in consultation with each representative to the Advisory Group and shared in advance of each meeting.

Meeting Frequency – The Advisory Group will hold regular meetings on a quarterly basis, based on an agreed calendar. Ad hoc meetings can be convened by the Chair or at the request of an Advisory Group representative as necessary.

Meeting Locations – The meetings of the Advisory Group shall be convened at a location designated by the Chair.

Meeting Minutes – Minutes of each Advisory Group meeting shall be prepared by the Chair and shared with each representative to the Advisory Group.

Annex G: Detailed Estimated Consolidated Annual Budget

Budget Categories		No. of Staff Members	Unit of Measurement	Per Unit Cost in USD	Total in USD
Staff and other personnel costs	Team Leader (D1 – Office of the SRSG-SVC)	1	1 Year	\$307,100	\$307,100
	Deputy Team Leader / Policy Advisor (P5 - UNDP)	1	1 Year	\$294,147	\$294,147
	Human Rights Officer (P4 - OHCHR)	1	1 Year	\$228,900	\$228,900
	Judicial Affairs Officer (P4 - DPO)	1	1 Year	\$228,900	\$228,900
	Judicial Affairs Officer (P4 – Office of the SRSG-SVC)	1	1 Year	\$228,900	\$228,900
	Police Expert (P4 - DPO)	1	1 Year	\$228,900	\$228,900
	JPO – Africa (P2 – Office of the SRSG-SVC)	1	1 Year	\$0	\$0
	JPO – MENA (P2 – Office of the SRSG-SVC)	1	1 Year	\$0	\$0
	Admin Assistant (G5 – Office of the SRSG-SVC)	1	1 Year	\$107,800	\$107,800
	Intern	1	1 Year	\$0	\$0
	Consultants	3	Based on Assignment	\$250,000 ⁴²	\$250,000
	SUBTOTAL				
Supplies, Commodities, Materials	N/A	N/A	N/A	N/A	\$0
	SUBTOTAL				
Equipment, Vehicles and Furniture including Depreciation	N/A	N/A	N/A	N/A	\$0
	SUBTOTAL				
Contractual Services	N/A	N/A	N/A	N/A	\$0
	SUBTOTAL				
Travel	Experts Travel	8	6 missions per year	\$10,000 ⁴³	\$480,000
	Experts DSA	8	72 days per year ⁴⁴	\$300 ⁴⁵	\$172,800
	Experts Terminal Expense	8	6 missions per year	\$250 ⁴⁶	\$12,000
	SUBTOTAL				
Transfers and Grants Counterparts	N/A	N/A	N/A	N/A	\$0
	SUBTOTAL				
General Operating and Other Direct Costs⁴⁷	Contractual Services for information technology services (Level B)	8	1 Year	\$1,535	\$12,280
	Premises (rental and maintenance)	8	1 Year	\$15,900	\$127,200
	Communications for telephone and fax services	8	1 Year	\$360	\$2,880
	Supplies and Materials	8	1 Year	\$500	\$4,000
	Mobile Phone	6	1 Year	\$2,500	\$15,000
	SUBTOTAL				

⁴² Estimated total cost for all three consultants.

⁴³ Estimated flight cost: The estimated flight cost is \$10,000 per mission.

⁴⁴ Assumes an average of 12 days per mission.

⁴⁵ Estimated DSA: The estimated average DSA rate is \$250. The daily Danger Pay rate is \$52.60 ((\$1600 per month x 12 months) / 365 days). The estimated combined DSA and danger pay rate used is \$300.

⁴⁶ Terminal Expenses: Travel to and from the airport in New York (\$78 each direction). Travel to and from airport elsewhere (\$47 each direction). The estimated terminal expense per mission is \$250.

⁴⁷ Note that UNDP does not breakout General Operating and Other Direct Costs from Salary other than mobile phone.

TOTAL Programme Costs (without Programme Support Costs or DPO / United Nations Department of Operational Support (DOS) Staff Reserve)⁴⁸		\$2,700,807
Indirect Programme Support Costs (7%)		\$189,056
Total		\$2,889,863

⁴⁸ DPO and DOS hold 15% of funds received as staff reserve. These funds are returned at the end of the Joint Programme.

Annex H: Summary Estimated 5 Year Budget

	Year 1 USD	Year 2 USD	Year 3 USD	Year 4 USD	Year 5 USD	Total Budget USD
Staff and other personnel costs	\$1,874,647	\$1,874,647	\$1,874,647	\$1,874,647	\$1,874,647	\$9,373,235
Supplies, Commodities, Materials	\$0	\$0	\$0	\$0	\$0	\$0
Equipment, Vehicles and Furniture including Depreciation	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$0	\$0	\$0	\$0	\$0	\$0
Travel	\$664,800	\$664,800	\$664,800	\$664,800	\$664,800	\$3,324,000
Transfers and Grants Counterparts	\$0	\$0	\$0	\$0	\$0	\$0
General Operating and Other Direct Costs	\$161,360	\$161,360	\$161,360	\$161,360	\$161,360	\$806,800
TOTAL Programme Costs (without Programme Support Costs or DPO / DOS Staff Reserve)⁴⁹	\$2,700,807	\$2,700,807	\$2,700,807	\$2,700,807	\$2,700,807	\$13,504,035
Indirect Programme Support Costs (7%)	\$189,056	\$189,056	\$189,056	\$189,056	\$189,056	\$945,282
Total	\$2,889,863	\$2,889,863	\$2,889,863	\$2,889,863	\$2,889,863	\$14,449,317

⁴⁹ DOS holds 15% of funds received as staff reserve. These funds are returned at the end of the Joint Programme.

Annex I: Detailed Estimated Annual Budget by Entity

Entity	Category	Description	No. of Staff Members	Unit of Measurement	Per Unit Cost in USD	Total in USD	
DPO	Staff and other personnel costs	Judicial Affairs Officer (P4 – DPO)	1	1 Year	\$228,900	\$228,900	
		Police Expert (P4 - DPO)	1	1 Year	\$228,900	\$228,900	
	Sub-Total						\$457,800
	Supplies, Commodities, Materials	N/A	N/A	N/A	N/A	\$0	
	Sub-Total						\$0
	Equipment, Vehicles and Furniture including Depreciation	N/A	N/A	N/A	N/A	\$0	
	Sub-Total						\$0
	Contractual Services	N/A	N/A	N/A	N/A	\$0	
	Sub-Total						\$0
	Travel ⁵⁰	Experts Travel	2	6 missions per year	\$10,000 ⁵¹	\$120,000	
		Experts DSA	2	72 days per year ⁵²	\$300 ⁵³	\$43,200	
		Experts Terminal Expense	2	6 missions per year	\$250 ⁵⁴	\$3,000	
	Sub-Total						\$166,200
	Transfers and Grants Counterparts	N/A	N/A	N/A	N/A	\$0	
	Sub-Total						\$0
	General Operating and Other Direct Costs ⁵⁵	Contractual Services for information technology services (Level B)	2	1 Year	\$1,535	\$3,070	
		Premises (rental and maintenance)	2	1 Year	\$15,900	\$31,800	
		Communications for telephone and fax services	2	1 Year	\$360	\$720	
		Supplies and Materials	2	1 Year	\$500	\$1,000	
		Mobile Phone	2	1 Year	\$2,500	\$5,000	
Sub-Total						\$41,590	
Sub-Total without Programme Support Cost or Staff Reserve⁵⁶						\$665,590	
Programme Support Costs (7%)						\$46,591	
Total						\$712,181	
OHCHR	Staff and other personnel costs	Human Rights Officer (P4 - OHCHR)	1	1 Year	\$228,900	\$228,900	
		Sub-Total					
	Supplies, Commodities, Materials	N/A	N/A	N/A	N/A	\$0	
	Sub-Total						\$0
	Equipment, Vehicles and Furniture including Depreciation	N/A	N/A	N/A	N/A	\$0	
	Sub-Total						\$0
	Contractual Services	N/A	N/A	N/A	N/A	\$0	
	Sub-Total						\$0
	Travel ⁵⁷	Experts Travel	1	6 missions per year	\$10,000 ⁵⁸	\$60,000	
		Experts DSA	1	72 days per year ⁵⁹	\$300 ⁶⁰	\$21,600	
		Experts Terminal Expense	1	6 missions per year	\$250 ⁶¹	\$1,500	
Sub-Total						\$83,100	
Transfers and	N/A	N/A	N/A	N/A	\$0		

⁵⁰ For efficiency and cost effectiveness, funds for the travel, DSA and terminal of the P-4 posts (DPO) will be transferred and managed through DOS.

⁵¹ Estimated flight cost: The estimated flight cost is \$10,000 per mission.

⁵² Assumes an average of 12 days per mission.

⁵³ Estimated DSA: The estimated average DSA rate is \$250. The daily Danger Pay rate is \$52.60 ((\$1600 per month x 12 months) / 365 days). The estimated combined DSA and danger pay rate used is \$300.

⁵⁴ Terminal Expenses: Travel to and from the airport in New York (\$78 each direction). Travel to and from airport elsewhere (\$47 each direction). The estimated terminal expense per mission is \$250.

⁵⁵ General Operating and Other Direct Costs associated with the P4 posts of DPO will be transferred and managed through DOS.

⁵⁶ DPO holds 15% of funds received as staff reserve. These funds are returned at the end of the Joint Programme.

⁵⁷ For efficiency and cost effectiveness, funds for the travel, DSA and terminal of the P-4 post (OHCHR) will be transferred and managed through DOS.

⁵⁸ Estimated flight cost: The estimated flight cost is \$10,000 per mission.

⁵⁹ Assumes an average of 12 days per mission.

⁶⁰ Estimated DSA: The estimated average DSA rate is \$250. The daily Danger Pay rate is \$52.60 ((\$1600 per month x 12 months) / 365 days). The estimated combined DSA and danger pay rate used is \$300.

⁶¹ Terminal Expenses: Travel to and from the airport in New York (\$78 each direction). Travel to and from airport elsewhere (\$47 each direction). The estimated terminal expense per mission is \$250.

	Grants Counterparts					
	Sub-Total					\$0
	General Operating and Other Direct Costs	Contractual Services for information technology services (Level B)	1	1 Year	\$1,535	\$1,535
		Premises (rental and maintenance)	1	1 Year	\$15,900	\$15,900
		Communications for telephone and fax services	1	1 Year	\$360	\$360
		Supplies and Materials	1	1 Year	\$500	\$500
		Mobile Phone	1	1 Year	\$2,500	\$2,500
	Sub-Total					\$20,795
Sub-Total without Programme Support Cost or Staff Reserve						\$332,795
Programme Support Costs (7%)						\$23,296
Total						\$356,091
Office of the SRSG-SVC	Staff and other personnel costs	Team Leader (D1)	1	1 Year	\$307,100	\$307,100
		Judicial Affairs Officer (P4)	1	1 Year	\$228,900	\$228,900
		JPO – Africa (P2)	1	1 Year	\$0	\$0
		JPO – MENA (P2)	1	1 Year	\$0	\$0
		Admin Assistant (G5)	1	1 Year	\$107,800	\$107,800
		Intern	1	1 Year	\$0	\$0
		Consultants	3	Based on Assignment	\$250,000 ⁶²	\$250,000
	Sub-Total					\$893,800
	Supplies, Commodities, Materials	N/A	N/A	N/A	N/A	\$0
	Sub-Total					\$0
	Equipment, Vehicles and Furniture including Depreciation	N/A	N/A	N/A	N/A	\$0
	Sub-Total					\$0
	Contractual Services	N/A	N/A	N/A	N/A	\$0
	Sub-Total					\$0
	Travel	Experts Travel	4	6 missions per year	\$10,000 ⁶³	\$240,000
		Experts DSA	4	72 days per year ⁶⁴	\$300 ⁶⁵	\$86,400
		Experts Terminal Expense	4	6 missions per year	\$250 ⁶⁶	\$6,000
	Sub-Total					\$332,400
	Transfers and Grants Counterparts	N/A	N/A	N/A	N/A	\$0
	Sub-Total					\$0
General Operating and Other Direct Costs	Contractual Services for information technology services (Level B)	5	1 Year	\$1,535	\$7,675	
	Premises (rental and maintenance)	5	1 Year	\$15,900	\$79,500	
	Communications for telephone and fax services	5	1 Year	\$360	\$1,800	
	Supplies and Materials	5	1 Year	\$500	\$2,500	
	Mobile Phone	2	1 Year	\$2,500	\$5,000	
Sub-Total					\$96,475	
Sub-Total without Programme Support Cost or Staff Reserve⁶⁷						\$1,322,675
Programme Support Costs (7%)						\$92,587
Total						\$1,415,262
UNDP	Staff and other personnel costs	Deputy Team Leader / Policy Advisor (P5 - UNDP)	1	1 Year	\$294,147	\$294,147
	Sub-Total					\$294,147
	Supplies, Commodities, Materials	N/A	N/A	N/A	N/A	\$0
	Sub-Total					\$0
	Equipment, Vehicles and Furniture including Depreciation	N/A	N/A	N/A	N/A	\$0
	Sub-Total					\$0
	Contractual Services	N/A	N/A	N/A	N/A	\$0
Sub-Total					\$0	
Travel	Experts Travel	1	6 missions per year	\$10,000 ⁶⁸	\$60,000	

⁶² Estimated total cost for all three consultants.

⁶³ Estimated flight cost: The estimated flight cost is \$10,000 per mission.

⁶⁴ Assumes an average of 12 days per mission.

⁶⁵ Estimated DSA: The estimated average DSA rate is \$250. The daily Danger Pay rate is \$52.60 ((\$1600 per month x 12 months) / 365 days). The estimated combined DSA and danger pay rate used is \$300.

⁶⁶ Terminal Expenses: Travel to and from the airport in New York (\$78 each direction). Travel to and from airport elsewhere (\$47 each direction). The estimated terminal expense per mission is \$250.

⁶⁷ DOS holds 15% of funds received as staff reserve. These funds are returned at the end of the Joint Programme.

⁶⁸ Estimated flight cost: The estimated flight cost is \$10,000 per mission.

	Experts DSA	1	72 days per year ⁶⁹	\$300 ⁷⁰	\$21,600
	Experts Terminal Expense	1	6 missions per year	\$250 ⁷¹	\$1,500
	Sub-Total				\$83,100
	Transfers and Grants Counterparts	N/A	N/A	N/A	\$0
	Sub-Total				\$0
	General Operating and Other Direct Costs	Mobile Phone	1	1 Year	\$2,500
	Sub-Total				\$2,500
	Sub-Total without Programme Support Cost or Staff Reserve⁷²				
	Programme Support Costs (7%)				
	Total				

⁶⁹ Assumes an average of 12 days per mission.

⁷⁰ Estimated DSA: The estimated average DSA rate is \$250. The daily Danger Pay rate is \$52.60 ((\$1600 per month x 12 months) / 365 days). The estimated combined DSA and danger pay rate used is \$300.

⁷¹ Terminal Expenses: Travel to and from the airport in New York (\$78 each direction). Travel to and from airport elsewhere (\$47 each direction). The estimated terminal expense per mission is \$250.

⁷² DOS holds 15% of funds received as staff reserve. These funds are returned at the end of the Joint Programme.