

# PROGRAMME PROPOSAL: TEAM OF EXPERTS ON RULE OF LAW / SEXUAL VIOLENCE IN CONFLICT

## 1. Cover Page

Programme Title: "Phase II - Team of Experts: Rule of Law / Sexual Violence in Conflict"

Programme Impact: Consolidate international peace and security through the eradication of conflict-related sexual violence

Programme Outcome(s): Countries facing conflict-related sexual violence are better able to address impunity for conflict-related sexual violence sustainably through improved legal, regulatory, and policy frameworks; strengthened institutions; and enhanced capacities.

<p>Programme Duration: 5 years</p> <p>Anticipated start/end dates: January 2015 – December 2019</p> <p>Fund Management Option(s): Pass-through (Parallel, pooled, pass-through, combination)</p> <p>Managing or Administrative Agent: Multi-Partner Trust Fund (MPTF) (If/as applicable)</p>	<p>Total estimated budget*: \$15,791,317</p> <p>Out of which:</p> <p>1. Funded Budget: \$ (approx.) 1,916,817**</p> <p>2. Unfunded budget: \$ (approx.) 13,874,500</p> <p>* Total estimated budget includes both programme costs and indirect support costs. It also includes pledges not yet received.  ** The exchange rate used to convert € to \$ is 1.251899; SEK to \$ is .135306; and £ to \$ 1.564 as of 18 November 2014.</p>
<p>Sources of funded budget:</p> <p>UN Action MPTF</p> <ul style="list-style-type: none"> <li>• Estonia €50,000</li> <li>• Japan \$2,021,500***</li> <li>• Sweden SEK4,911,307</li> <li>• United Arab Emirates \$1,000,000</li> <li>• United Kingdom £121,100</li> </ul> <p>*** Committed to DRC and Somalia. Not included in the funded budget above.</p> <p>Donors contributing to Phase I included: Belgium, Estonia, Finland, Ireland, Japan, Luxembourg, Sweden, Switzerland, Turkey, United Kingdom, and United States</p>	

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

UN organizations
<p>Name: Dmitry Titov  Name of Organization: DPKO  Signature: _____  Date: _____</p>
<p>Name: Ivan Simonovic  Name of Organization: OHCHR  Signature: _____  Date: _____</p>
<p>Name: Magdy Martínez-Solimán  Name of Organization: UNDP  Signature: _____  Date: _____</p>

## **2. Executive Summary**

From January 2012, the Team of Experts on Rule of Law/Sexual Violence in Conflict (TOE or Team) has been implementing its 2012-2014 Joint Programme which aimed at assisting national authorities in a number of situations, including in Bosnia & Herzegovina, Central African Republic, Colombia, Côte d'Ivoire, the Democratic Republic of the Congo (DRC), Guinea, Liberia, Somalia and South Sudan, by strengthening national capacity to address impunity for conflict-related sexual violence. Specifically, the Team has focused its efforts on strengthening the capacity of national rule of law and justice actors, building and complementing the ongoing work of the United Nations and other partners on the ground, including within the following specialized areas: criminal investigation and prosecution; collection and preservation of evidence; military justice system investigation and prosecution; criminal and procedural law review, harmonization and reform; protection of victims, witnesses and justice officials; and reparations for survivors.

Based on the TOE's experience in implementing the 2012-2014 Joint Programme, lessons learned, and a retreat organized in July 2014 to review its work to identify strategic directions for the future, the TOE now seeks to consolidate gains achieved over the past three years. The 2015-2019 Joint Programme will remain guided by the belief that, in line with Security Council resolution 1888, if technical expertise and direct accompaniment are provided to national actors to build on nationally owned mechanisms for addressing impunity for conflict-related sexual violence, then national authorities will be better able to address issues of conflict-related sexual violence in a sustainable manner. Progress toward ending impunity will, as a result, help to improve development initiatives and promote international peace and security.

The TOE, in close coordination with UN field presences, as well as relevant national, regional and international actors, will continue to identify and review situations of particular concern including country and regional patterns and trends of conflict-related sexual violence. The Team will seek to undertake in-country assessments to help identify gaps in the national rule of law response to conflict-related sexual violence, which will help to determine the forms of assistance that can be provided to national authorities to address identified gaps. The TOE will further assist national authorities requesting assistance within its mandate and capacities by providing technical, strategic and programmatic advice, on specific challenges identified during assessments, including through deployments of TOE members and rostered experts in-country. In addition, the TOE will promote learning between countries through South-South experience sharing and triangular cooperation (a traditional donor, an emerging donor in the South, and a beneficiary country in the South). Finally, the TOE will contribute to ongoing policy discussions and advocacy efforts of the United Nations and the international community more broadly.

## **3. Situation Analysis**

Sexual violence has been and continues to be a recurring feature in many conflict situations. Communities are awash with small arms and light weapons; moral, social and legal restraints give way to a culture of sexual entitlement; and many combatants treat vulnerable men, women, girls, and boys as the "spoils of war". Children born of rape and their mothers face stigmatization and economic exclusion. Desolate villages and fallow fields bear stark witness to the terror of sexual violence in displacing populations and shredding the social fabric of communities. The wars that have raged in countries such as Bosnia and Herzegovina, the DRC, Rwanda, Sierra Leone, Somalia, South Sudan, Sudan, among others, provide undeniable evidence that mass rape is being used as a weapon of war.

Conflict-related sexual violence can take many different forms and can take place in different settings, from the battlefield to within detention centers. Vulnerable populations, such as those who have been internally displaced, refugees or those seeking protection from conflict, are at increased risk. Sexual violence has been committed against men, women and children. It has been used to obtain intelligence or confessions. Rape and other forms of sexual violence have been used as methods of forcing displacement. In some contexts, sexual violence also has been used by armed groups in the process of exploitation of natural resources; while in others, ineffective 'demobilization' and disarmament processes have further fuelled the commission of sexual violence crimes.

Sexual violence survivors caught in conflict are among the world's least visible people in some of the most austere, remote regions. Sexual violence is a tactic of choice precisely because survivors are reticent to report it. Known victims are stigmatized: wives may be rejected by husbands, survivors may be perceived as "unmarriageable", pregnant women may be accused of adultery or of tainting family "honor". This misplaced stigma is deeply rooted in the lack of recognition by societal value systems that sexual violence is a crime, thus influencing the way in which cultural, institutional and legal systems have addressed sexual violence, and resulted in a historical absence of accountability. It is not until very recently that sexual violence has been prioritized in transitional justice and post-conflict rehabilitation, reconstruction and development.

Sexual violence can constitute a war crime, a crime against humanity, or a constitutive act with respect to genocide. Sexual violence ranks among the grave breaches of international humanitarian law, and is reflected in the 1998 Rome Statute of the International Criminal Court, 1949 Geneva Conventions, jurisprudence of the international criminal tribunals for the former Yugoslavia and Rwanda, and the Special Court for Sierra Leone. Yet, a very small percentage of perpetrators are held accountable and formal justice rarely provides for reparations or support services for survivors.

In conflict and post-conflict situations, governments often struggle to bring justice to victims and survivors for different reasons. Firstly, in conflict or post-conflict situations, the capacity of the justice system is often weakened by the destruction of infrastructure and the loss of human resources and crucial expertise. Secondly, conflict or post-conflict countries face competing priorities, such as the dilemma of choosing between investing in the justice system or in other reconstruction efforts. In such contexts, national authorities often require assistance in their efforts to tackle impunity for past atrocities, including sexual violence, and at the same time respond to immediate justice and security challenges. Response efforts must be balanced with efforts to prevent countries from re-entering the downward spiral into conflict and the sexual violence that ensues. Unobstructed access to legitimate rule of law institutions is a decisive factor in these efforts. It is therefore crucial to assist governments in identifying strategic priorities by addressing impunity for sexual violence, which is essential to preventing future abuses and ensuring that the human rights of survivors are protected.

Over the past several years, conflict-related sexual violence has been recognized as a self-standing security challenge that can no longer be relegated to the bottom of the hierarchy of war-time horrors. In June 2008, the UN Security Council unanimously adopted resolution 1820, which acknowledged sexual violence as a tactic of war, and recognized its potential to undermine peace and security. Resolution 1820 demanded the "immediate and complete cessation by all parties to armed conflict of all acts of sexual violence against civilians". In calling for women's participation in peace-talks, urging sanctions for perpetrators, and requiring that sexual violence be excluded from amnesties, resolution 1820 was both a milestone in itself, and a reinforcement of its path-breaking predecessor, Security Council resolution 1325 (2000).

Specifically, the Security Council recognized that sexual violence of a widespread or systematic character not only threatens civilians, but undermines the security of communities and, in many cases, nations as a whole. Sexual violence impedes peace processes not only because it precludes women's full participation, but also because it is used to circumvent ceasefire agreements. Resolution 1820 empowered security actors, including UN and regional peacekeepers, to respond to sexual violence with as much vigor as they would to any other atrocity.

In July 2009, the Secretary-General submitted the first report on the implementation of resolution 1820 (S/2009/362). In response, the Security Council unanimously adopted resolution 1888 on 30 September 2009, calling for concrete measures to operationalize and institutionalize commitments made through resolution 1820. One such measure was the identification and deployment of a "team of experts to situations of particular concern with respect to sexual violence in armed conflict . . . to assist national authorities to strengthen the rule of law".

In November 2009, the Steering Committee of UN Action Against Sexual Violence in Conflict (UN Action), a network of 13 UN entities, requested the Department of Peacekeeping Operations (DPKO), the Office of the High Commissioner for Human Rights (OHCHR) and the United Nations Development Programme (UNDP) to serve as co-lead entities responsible for the development and establishment of the TOE. With

seed funding from UN Action, the TOE was established and became fully operational in 2011. On 1 January 2012, the co-lead entities approved the TOE 2012-2014 Joint Programme which, among other things, aimed at assisting national authorities in a number of situations, by strengthening capacity to address impunity for conflict-related sexual violence, including in Bosnia and Herzegovina, Central Africa Republic, Colombia, Cote d'Ivoire, the DRC, Guinea, Liberia, Somalia and South Sudan.

Based on the TOE's experience implementing the 2012-2014 Joint Programme, lessons learned, and a retreat to review its work to identify strategic directions for the future, the TOE now seeks to consolidate gains achieved over the past three years. The 2015-2019 Joint Programme will remain guided by the belief that with sound legislation, comprehensive prevention and response mechanisms, and enhanced capacity, military and civilian justice systems will be able to address conflict-related sexual violence promptly and effectively leading to reduced incidents of sexual violence and ultimately greater peace, security and development. The work of the TOE will continue to focus on strengthening national capacity to address impunity for sexual violence crimes, and will be guided by the recognition that national ownership and leadership are the cornerstones in the fight against impunity for sexual violence crimes.

The Team will continue to focus its efforts on strengthening national capacity around the following specialised thematic areas: criminal investigation and prosecution; collection and preservation of evidence; military justice system investigation and prosecution; criminal and procedural law review, harmonization and reform; protection of victims, witnesses and justice officials; and reparations for survivors. In addition to these areas of focus, the TOE will also consider how to engage on a number of emerging issues, such as increasing reports of sexual violence perpetrated against men and boys; increased reports of the amicable settlement of crimes of sexual violence through informal or "traditional" justice mechanisms, which often do not hold perpetrators accountable to internationally recognised standards; and sexual violence as it relates to the broader issues of security sector reform and disarmament, demobilisation and reintegration processes, among others.

## **4. The Proposed Programme: Mandate, Strategic Approach, Lessons Learned**

### **4.1 Team of Experts Mandate**

Security Council resolution 1888 was adopted unanimously on 30 September 2009, building upon the principles and obligations of previous Security Council resolutions 1325 (2000) and 1820 (2008) on women, peace and security. The TOE draws its mandate from operative paragraph 8 of resolution 1888, which calls upon the Secretary-General of the United Nations to:

Identify and take the appropriate measures to deploy rapidly a team of experts 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, and recommends making use of existing human resources within the United Nations system and voluntary contributions, drawing upon requisite expertise, as appropriate, in the rule of law civilian and military judicial systems, mediation, criminal investigation, security sector reform, witness protection, fair trial standards, and public outreach; to, *inter alia*:

- (a) 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;
- (b) Identify gaps in national response and encourage a holistic national approach to address sexual violence in armed conflict, including by enhancing criminal accountability, responsiveness to victims, and judicial capacity;
- (c) Make recommendations to coordinate domestic and international efforts and resources to reinforce the government's ability to address sexual violence in armed conflict; [and]

- (d) Work with the United Nations Mission, Country Team, and the . . . Special Representative of the Secretary-General [- Sexual Violence in Conflict] as appropriate towards the full implementation of the measures called for by resolutions 1820 (2008).

## **4.2 Strategic Approach**

Based on its mandate and vision, the Team will focus on strengthening national capacity to address impunity for sexual violence crimes, guided by the recognition that national ownership and leadership are the cornerstones in the fight against impunity for sexual violence. The Team will help national authorities to assess their capacity to address conflict-related sexual violence. These assessments will help identify gaps and define strategic directions in addressing sexual violence. In line with these strategic directions, the Team will assist national authorities in identifying concrete interventions and activities that will help address, prevent, and respond to challenges of sexual violence sustainably. The Team will therefore deploy the necessary technical expertise to assist governments in executing these activities. Using a human rights-based approach, deployed experts will provide strategic, technical and programmatic guidance; help review or develop tools to combat sexual violence; and assist relevant national institutions to implement strategies that address conflict-related sexual violence. The Team will pursue the deployment of experts, preferably embedding them within national institutions. The Team will foster mentoring efforts, and encourage skills sharing and methodological assistance by the deployed experts to ensure sustainability.

### **4.2.1 Focus Countries and "Situations of Particular Concern"**

The TOE will focus its assistance to national authorities in the following eight countries, which, in coordination with the Office of the SRSB-SVC and the Secretariat of UN Action, were identified as countries for priority focus: Bosnia and Herzegovina, Central African Republic, Colombia, Côte d'Ivoire, the Democratic Republic of the Congo, Liberia, Sudan and South Sudan. In addition to these countries, the TOE will consolidate its support to national authorities in Somalia and Guinea. The Team will equally initiate its engagement in Mali as well as more broadly in the Middle East and North Africa, including Libya, Syria and Iraq. Recognizing the global nature of the phenomenon of conflict-related sexual violence, the Team will continue to track situations elsewhere. The TOE will also continue to cooperate with regional institutions that are working to combat impunity for conflict-related sexual violence, most notably the International Conference on the Great Lakes Region.

### **4.2.2 Requests for TOE Support**

Requests for TOE support come in a number of forms, including: (1) an authorized representative of the national authority approaching the TOE directly seeking assistance; (2) an authorized representative of the national authority requesting TOE assistance through UN officials in the field or at Headquarters, including the SRSB-SVC; (3) the existing UN field presences or Headquarters officials alerting the TOE to gaps in the national response to sexual violence; (4) civil society organizations or victims recommending that the TOE focus on particular gaps in the national response; and / or (5) an agreement signed between a national authority and the United Nations which includes a request for TOE support, such as a joint communiqué or framework of cooperation. In addition to formal requests, the TOE may, based on an evolving situation on the ground, directly approach the concerned national authority to help identify ways of addressing challenges related to conflict-related sexual violence.

Following receipt of a request for support, the TOE will carry out a preliminary analysis to determine whether the request falls within its mandate, including whether it relates to an existing situation of particular concern, and also whether and to what extent other actors are already engaged in the area. If the request falls outside the TOE mandate, the Team will advise the party concerned and may refer the request to an appropriate body, including within or outside the United Nations. If the request falls within the TOE mandate, in consultation with the UN presence on the ground, the Team will make a decision whether to accept the request in whole or in part, seek further clarification, or decline the request and refer the party to an appropriate body. All requests coming from sources other than a national authority require consent by a national authority prior to TOE engagement.

All requests, whether they fall within or outside the TOE mandate receive a written response issued by the Team. The response will, *inter alia*, acknowledge receipt; advise on the function and remit of the TOE; explain the potential responses that the TOE may give in addressing this request; and indicate a timeline within which the person/body will receive a more detailed response.

Prior to making a decision to engage, the Team will consult with its co-lead entities - DPKO, OHCHR, UNDP - and the Office of the SRSG-SVC.

#### **4.2.3 Assessments**

Once the TOE (1) determines that a request falls within its mandate; (2) decides to accept the request; and (3) receives consent to engage from a relevant government, the TOE will carry out an assessment to identify gaps in the national rule of law response to conflict-related sexual violence. This assessment will help inform the type of assistance that should be provided to national authorities to address these gaps. The assessment will take into account the international obligations and commitments made by the government and the government's efforts to meet those obligations and commitments.

The TOE will, in consultation with the host government, UN agencies in country and other relevant stakeholders, develop terms of reference and an agenda for undertaking an assessment mission, including through in-country visits. Assessment missions will be context specific, and the duration of such assessment missions will vary depending on the scope of the assessment. The terms of reference for assessment missions should be developed in cooperation with national authorities and the UN presence on the ground, and should, *inter alia*, indicate the assessment method including relevant tools, interlocutors and data sources, dates and objectives of an assessment mission and the expected results of the assessment process.

During its assessments, the TOE will examine the prevention and response capacity of national authorities to sexual violence to identify gaps. Its focus will generally include: (1) criminal investigations and prosecutions; (2) collection, analysis and use of forensic evidence; (3) military justice (systems, investigations and prosecutions); (4) criminal law reform and procedural law reform; (5) witness, victim, and justice official protection; (6) security sector oversight systems/bodies; and (7) reparations for survivors.

Extensive consultations between the TOE, government entities, UN partners, civil society organizations, national human rights institutions, and other national and international stakeholders take place before, during and after assessments to ensure national ownership, coordination and complementarity. This approach ensures the sustainability and added value of the Team's support and ensures consolidation of efforts. The TOE will also seek perspectives from all interlocutors, including victims' groups and civil society.

TOE assessment missions help identify the modalities of assistance that can be provided to national authorities to address conflict-related sexual violence. The assessments often result in extensive recommendations for a range of actors, including the TOE itself, government entities and other national and international partners in the country. Recognizing that national ownership and leadership are critical for the sustainability of efforts to address conflict-related sexual violence, the TOE will continue to ensure that these recommendations have the full support of national and local authorities.

Based on an agreement on the recommendations and the modalities for support, the TOE will assist in the identification and mobilization of technical and financial resources, or in the development of budgeted project proposals to help the government address the identified gaps. The TOE will ensure that a government entity or other co-lead organization is responsible for the implementation of initiatives emanating from the assessments, while the TOE provides the necessary technical assistance through the deployment of expertise or direct advice.

#### **4.2.4 Assistance and Deployment**

Team members, drawing as necessary on a roster of additional specialists (see further 4.4), will offer the following types of support to national authorities:

- Technical and strategic assessments;
- Technical and strategic advice;
- Programmatic guidance;
- Capacity strengthening through training and direct mentoring / embedding; and
- Development of practical tools.

In providing such assistance the TOE will endeavor to avoid duplication and complement ongoing initiatives by a government, the UN and other stakeholders to maximize the impact.

In line with Security Council resolution 1888, the TOE will endeavor to offer assistance to national authorities across a wide range of specialized areas including: civilian and military legal systems and institutions including police, law enforcement, prosecutorial, judicial, and corrections institutions; institutional oversight systems and bodies; evidence and data management systems; criminal investigations including forensics; criminal law and procedure; fair trial standards, international criminal law and criminal justice mechanisms; international humanitarian law; international human rights law and specialized investigations on conflict-related sexual violence; legal aid and assistance; witness/victim protection; public outreach; security sector reform; reparations; transitional justice; and customary and traditional mechanisms.

Where appropriate, assistance provided to national authorities by the TOE may also include recommendations to coordinate domestic and international efforts and resources and collaborate with UN missions, United Nations Country Teams, and the SRSG-SVC on measures towards the implementation of resolution 1820.

The specific terms of reference and work-plan for assistance offered to national authorities by the TOE will be drafted by the TOE in consultation with the national authorities, the SRSG-SVC, the relevant Special Representative to the Secretary-General (SRSG); Deputy Special Representative to the Secretary-General (DSRSG); or Resident Coordinator/Humanitarian Coordinator (RC/HC), and the Team's co-lead entities. The final terms of reference will be shared with the relevant national authority for endorsement. The Team Leader will ensure that Team members and/or external experts are available.

As appropriate, and in view of how best to strengthen capacity and complement existing efforts to fight impunity for sexual violence, the TOE will determine the modalities of any deployment in consultation with the relevant government.

Deployment of the TOE to any country will proceed only on the basis of consent by the host government. It is envisaged that the Secretary-General, the SRSG-SVC, the relevant SRSG as well as the RC/HC will use their advocacy roles to encourage a specific country to consent to the deployment of the Team. When deployed in the field, members of the Team will report both to the Team Leader and their respective entities and brief accordingly and as appropriate the SRSG; DSRSG; or RC/HC. The Team Leader is responsible for reporting to the SRSG-SVC and the Advisory Group.

The Team may be deployed to the field as a whole or in part, as required. When necessary, rostered specialists may also be called upon to join the Team for the sole purpose of a particular deployment, or be deployed as consultants in case their expertise is sought in a particular situation. It is envisioned that the duration of deployment would range from weeks to several months, depending on the terms of reference. The Team will discuss with SRSG; DSRSG; or RC/HC as necessary to ensure adequate arrangements for the housing and support of the TOE in-country to enable them to fulfill the terms of reference of the deployment. Appropriate working locations would include, for example, United Nations entities, RC/HC's offices, peacekeeping missions, political missions and/or government offices.

#### **4.2.5 Policy Support**

The TOE will contribute to policy making to ensure that accountability for sexual violence crimes is considered in relevant policy documents, reports and agreements. This will include reporting efforts of the Secretary-General, efforts of human rights mechanisms, and other contributions to research and policy

debates. The Team will ensure that its analysis and background work foster an understanding of emerging issues on conflict-related sexual violence. The TOE's analysis and the outcome of its assessments will also form the basis of joint communiqués and frameworks of cooperation between the United Nations and relevant governments in addressing sexual violence.

#### **4.2.6 Support to the SRSG-SVC**

The TOE will provide substantive and strategic support to the activities of the SRSG-SVC by providing expert advice and briefing notes to facilitate the implementation of the SRSG-SVC's mandate. The Team's technical missions will inform the SRSG's advocacy efforts and ultimately help produce agreements with national governments. The TOE will continue to play a central role in assisting governments in implementing their commitments under joint communiqués and other agreed frameworks of cooperation. While the focus of the TOE's assistance is targeted at national and regional authorities, it will make strategic recommendations to the United Nations, specifically members of UN Action regarding gaps or coordinating UN efforts with domestic and regional efforts and resources.

#### **4.3 Lessons Learned**

During a retreat in July 2014, the Team consolidated the lessons it has learned since its establishment. This internal review has helped shape the Team's strategies going forward. Furthermore, the TOE will continue building upon the arrangements and lessons learned of prior and existing programming on rule of law, justice and security in general, as well as programming on sexual violence in particular, being undertaken by United Nations entities, NGOs and civil society organizations. The TOE will also build on the United Nations in-country experience and activities on rule of law (from the normative framework to the administration of justice and remedies for victims) to ensure that a comprehensive and coordinated approach is applied for both advisory and programmatic interventions. The TOE understands the crucial need to build on governments' own initiatives to ensure national leadership as well as sustainability.

The Team has learned that it is important not only to ensure that the justice system operates in accordance with basic minimum standards and is able to conduct fair trials, capable of delivering and executing just sentences where appropriate, but also that the relevant national institutions have the capacity to take law enforcement action on sexual violence more widely, whether through arrest warrants, bail conditions, asset freezes, information disclosure, reparations orders or institutional reforms. The Team notes in this regard the importance of assisting national authorities in providing a comprehensive response to sexual violence, as emphasized by Security Council resolution 1888 and in line with the States' obligations under international criminal, humanitarian and human rights law.

The Team understands the challenges faced by national institutions. Among the priority issues that have arisen during the Team's early work is that of logistics and infrastructure, limited capacity for safe and secure judicial case record and information storage, limited profiling of convicted perpetrators, and poor penitentiary facilities. Globally, the Team's effectiveness in providing technical assistance to national authorities will require realistic and coordinated planning with those who are providing assistance on basic infrastructure.

To strengthen the capacity of the justice system to address sexual violence in a conflict or post-conflict context, it is important to provide support to each component of the criminal justice system (police, prosecutors, judges, corrections, legal assistance). Such support avoids creating imbalances or bottlenecks that would decrease the overall effectiveness of the system.

The Team has also learned that it is important to narrow the focus and scope of work undertaken through special units or parallel structures within the criminal justice system that address sexual violence crimes. This specialization helps relieve capacity and financial constraints that governments face in conflict and post-conflict situations. However, there must be a clear strategy to counter the potential risks associated with a narrowing of focus, such as tension among units or within or between structures.

In conflict and post-conflict settings there tends to be limited state presence (administration, police, prosecutors, courts) as well as limited services, including legal and medical aid in remote areas.



Alternatives that have proven useful in some contexts include mobile services, such as mobile courts, mobile clinics, special police mobile units, as well as support through NGOs with access to remote areas.

It is important to vet defense and security officials thoroughly to ensure that those involved in gross human rights violations, including sexual violence, are excluded from service.

Regarding traditional or customary justice systems, the Team noted the important role that such systems play in many post-conflict countries. Therefore, any support provided to the justice system requires a deep understanding of existing customary justice systems, their complexity and their relationship with formal justice institutions and legal frameworks. A better understanding and deeper analysis of traditional or customary justice mechanisms, including clan or tribal structures, jurisdictional issues and oral traditions, is required to ensure sustainable solutions in many countries.

Understanding Islamic law as it relates to sexual violence is critical if the UN is to impact the current challenges in the Middle East and North Africa. The UN should enhance such capacity and seek to improve its understanding of the dynamics and relationships between Islamic law, traditional or customary law and statutory law to determine how these systems could be used together to help address accountability for sexual violence crimes.

The Team also has noted that data on sexual violence is limited and scattered. Available data is not readily shared among relevant actors in the field or at Headquarters, often as a result of divergent views on how it should be used or protected. Judicial monitoring in most contexts has remained limited, making the measurement of accountability efforts, difficult. Yet robust collection of empirical data is necessary to assess the effectiveness and reach of programming directed at combatting sexual violence in conflict or rebuilding the lives of survivors.

A serious challenge to efforts towards accountability for sexual violence crimes is the issue of judicial and administrative reparations for victims of conflict-related sexual violence, as highlighted by the Secretary-General's recent *Guidance Note on Reparations for Conflict-Related Sexual Violence*. Since reparations programs require significant resources, creative approaches must be explored to support reparation funds, including for instance through forfeiture and seizure of assets or through the creation of reparations-specific financial instruments. Ensuring the sustainability of victims' reparations programs will require coordination with international and regional development banks, institutions and aid agencies. In cases where adequate and effective reparations call for the relocation of survivors, efforts need to be made to ensure their safety and access to economic opportunities to be self-sustaining.

Joint communiqués between governments and the UN on addressing sexual violence often contain commitments that are beyond the scope and capacity of the TOE. The UN system collectively needs to take ownership of and support these commitments, including by availing financial resources to assist governments in the implementation of commitments. Efforts must be made to engage partners prior to signing joint communiqués to ensure buy-in and support to their implementation.

Joint assessment missions allow for a more comprehensive analysis of challenges and opportunities. This approach also helps bring the UN system together, reduce the chances of duplication, and increase synergies and coordination. The cornerstone of the TOE's effectiveness in providing technical assistance to national authorities is realistic and coordinated planning with all relevant partners. This planning must be conducted based on a sound understanding of the capacities and infrastructure in place, as well as of the existing political context and the range of actors working to address the various issues.

The Team has noted the importance of consolidating its engagement with civil society organizations, including efforts to ensure access to legal aid for victims and for defendants.

National ownership, leadership and responsibility are greatly enhanced when support builds on existing government initiatives. Support must be targeted in line with available capacities, budgets and administrative structures. In this regard, government entities, most importantly at a technical level, should always be involved in assessments to ensure national ownership and sustainability.

It is important to ensure that actions taken by the UN in strengthening the rule of law, security sector reform and disarmament, demobilization and reintegration in post-conflict societies are holistic and fully consider the need to address conflict-related sexual violence. Participation by the TOE in UN assessment missions at strategic and technical levels helps to ensure this objective.

When supporting national authorities, the Team has underscored the added value of embedding expertise within government structures. This is a practical approach to day-to-day training. Sitting with government counterparts on a daily basis helps to develop trust and a strong working relationship, thus allowing greater access to information and collaboration in addressing challenges.

Finally, the Team has noted the value of South-South cooperation, which is critical in conflict and post-conflict settings as a way to ensure that lessons and best practices can be shared among countries with comparative experiences and contexts.

#### **4.4 Staffing & Roster of Experts**

The Team of Experts currently has four members consisting of a Team Leader and one expert each from DPKO, OHCHR, and UNDP. In addition, the TOE has a seconded expert from the UK's Preventing Sexual Violence Initiative and a number of interns and volunteers. Given the TOE's global mandate, the key areas of support identified through its engagement and the growing number of requests from governments, the TOE commissioned a scoping study conducted by Norwegian Refugee Council. This study recommended the establishment of a roster of experts by the TOE. Based on this study, the TOE established a roster of experts to support its work. This roster is currently composed of over 70 national and international experts ready for deployment, with a range of competencies gathered under a profile within the UNDP Experts Roster for Rapid Response.

The expertise of the various experts include criminal investigations and prosecutions, military justice systems, security sector oversight mechanisms, Islamic law, forensics, reparations, legal drafting, protection of victims and witnesses, and mentoring national justice officials. The experts also work in a variety of languages and possess a range of regional expertise.

#### **4.5 Sustainability of results**

As set out in Security Council resolution 1888, the primary function of the TOE is to assist national authorities and institutions to strengthen the rule of law, and thereby enable national justice systems to address impunity for conflict-related sexual violence. The work of the Team will seek to identify the gaps and challenges faced by national authorities and institutions in responding to conflict-related sexual violence and its recurrence by providing expert strategic, technical and programmatic guidance and action plans to address it. As appropriate, the Team will continue to assist these institutions in coordination with national and international partners on the ground. The Team may also assist in the identification of resources, their mobilization or if appropriate in developing budgeted projects. It will ensure that one or more co-lead entities is responsible for the implementation of TOE assistance on the ground for sustainability purposes while the TOE provides the necessary technical assistance. The overall approach of the TOE by its very nature makes for a more sustainable impact, focusing as it does on strengthening national capacity and ensuring its interventions complement, build on and consolidate existing initiatives. By encouraging national ownership, the Team will also seek that governments allocate the necessary resources in their national budgets to address agreed challenges.

#### **4.6 Outreach**

The TOE will continue to ensure timely and high quality outreach to Member States, the United Nations system and other relevant actors. This will allow the Team to communicate effectively its functions, achievements, challenges and future plans. It will also assist in the Team's ongoing fundraising efforts as it presently depends exclusively on voluntary contributions. The TOE will provide regular updates to a variety of actors, including within the UN and outside, on the prevailing challenges and progress made by member states in addressing accountability issues for sexual violence crimes. The Team will also foster

the importance of experience sharing between member states, especially among those facing sexual violence challenges.

## 5. Results Framework

The Team of Experts will continue to work towards the following outputs:

1. Countries experiencing, or at risk of experiencing, conflict-related sexual violence are identified and engaged for assessment and possible support – The TOE will continue to follow situations of concern through background research and analysis of new developments, including on patterns and trends, as well as on the overall response to sexual violence by national authorities and other national and international stakeholders.
2. Priority actions for addressing impunity for conflict-related sexual violence by national authorities and relevant partners identified and understood – The TOE will continue to conduct in-country assessments to assist national authorities in identifying gaps in its domestic rule of law response to conflict-related sexual violence. This will help determine the forms of assistance that can be provided to national authorities to address these gaps.
3. National authorities' capacity to fight impunity for conflict-related sexual violence enhanced through technical, strategic and programmatic support – The TOE will continue assisting national authorities requesting assistance within the mandate and capacities of the TOE by providing technical, strategic and programmatic advice, on specific challenges identified during assessments, including through deployments of TOE members or rostered experts in-country.
4. Coherence and effectiveness of international community in addressing conflict-related sexual violence strengthened – The TOE will, among other things, promote understanding of emerging challenges with regard to addressing sexual violence through the facilitation of experience sharing and learning, fostering South-South and triangular cooperation, developing and consolidating relevant tools, and supporting advocacy and policy development.

**Table 1: Results Framework**

<p><b>Impact</b></p> <p>Consolidate international peace and security through the eradication of conflict-related sexual violence</p> <p>Indicator: Individuals and communities live without the fear of sexual violence; and justice system promptly responds to incidents.</p> <p>Baseline: N/A</p> <p>Target: Strong accountability institutions in each country of engagement.</p>					
<p><b>Outcome</b></p> <p>Countries facing conflict-related sexual violence are better able to address impunity for conflict-related sexual violence sustainably through improved legal, regulatory, and policy frameworks; strengthened institutions; and enhanced capacities.</p> <p>Indicator: National institutions, systems, laws and policies strengthened, and tools developed for equitable and effective delivery of accountability for conflict-related sexual violence.</p> <p>Baseline: Number of countries removing barriers hindering access to justice by survivors of conflict-related sexual violence.</p> <p>Milestones: Security sector institutions enabled for increased citizen safety and reduced levels of armed violence.</p> <p>Targets: Increased number of investigations, prosecutions and trials for conflict-related sexual violence crimes;</p> <p>Specialized institution(s) established to fight impunity conflict-related sexual violence, at national and local levels</p>					
JP Outputs (Give corresponding indicators and baselines)	Indicative activities for each Output	Participating UN organization	Implementing Partner	Description	Resource allocation and indicative time frame
					Total
<b>Output 1: Countries experiencing or at risk of experiencing conflict-related sexual violence are identified and engaged for assessment and possible support</b>	Develop a network of contacts in national institutions, UN field missions and UNCTs	UN field missions and UNCTs	National authorities in concerned countries/UN	Active identification and nurturing of a wide range of contacts within and outside the country of concern	Year 1-5
	Identify key information on SVC	TOE	National authorities in concerned countries/UN	Daily review of materials, received from contacts	
	Identify and consult relevant national and international interlocutors	TOE	National authorities in concerned countries/UN	Establish regular mechanisms of identification and consultation of interlocutors	
	Analyze and systematize information	TOE		Create systems of organization and analysis of information	
	Prepare dossiers	TOE		Ensure the creation of a dossier per situation	
	Engage national authorities with regard to possible support	TOE	National authorities in concerned countries/UN	Engage relevant national authorities in each identified situation	

<b>Output 1 Subtotal</b>					\$0
<b>Output 2: Priority actions for addressing impunity for conflict-related sexual violence by national authorities and relevant partners identified and understood</b>	Analyze and respond to each request for assistance received and make recommendation to the requesting entity	TOE		Review requests	Year 1-5
	Plan assessments missions	TOE	National authorities in concerned countries	Plan assessments missions, in consultation with partners in-country	
	Discuss terms of reference with stakeholders on the ground	TOE	National authorities in concerned countries	Plan assessments missions, in consultation with partners in-country	
	Deploy expertise to "situations of particular concern"	DPKO / OHCHR / UNDP	National authorities in concerned countries / UN	Conduct quality technical assessments	
	Conduct consultations with relevant partners; help identify blockages; propose way out, propose initiatives to undertake; offer expertise;	TOE	National authorities in concerned countries / UN / NGOs	Identify strategic gaps in the response of national authorities and recommended targeted action	
	Prepare assessment report	TOE		Prepare detailed action oriented reports	
<b>Output 2 Subtotal</b>					\$6,879,460 <sup>1</sup>
<b>Output 3: National authorities' capacity to fight impunity for conflict-related sexual violence enhanced through technical, strategic and programmatic support</b>	Deploy Expert(s) to situations of particular concern (estimate 6 deployments per year)	UNDP	National authorities in concerned countries/UN	Develop and consult on terms of reference of experts, and deploy them regularly	Year 1-5
	Develop work plans and logistical plans in consultation with stakeholders; agree on benchmark for follow up; agree on qualitative indicators for impact.	TOE / Stakeholders	National authorities in concerned countries	Work plans of deployment developed, including time bound results and logistical arrangements	
	Provide technical, strategic, and programmatic advisory support to national staff through mentoring; in at least one of the key focus areas of the Team.	TOE / rostered experts	National authorities in concerned countries	Provide technical, strategic, and programmatic advisory support to national staff through mentoring	
	Produce end of assignment reports	TOE / rostered experts		Produce end of assignment reports	
<b>Output 3 Subtotal</b>					(see Output 2)

<sup>1</sup> Covers Output 2 as well as Output 3

<b>Output 4: Coherence and effectiveness of international community in addressing conflict-related sexual violence strengthened</b>	Raise awareness on findings and recommendations of TOE within and outside the UN	TOE		Use relevant communication tools to raise awareness on findings and recommendations of TOE	Year 1-5
	Organize briefings	TOE / Member States / relevant partners	Member States / relevant partners	Organize regular pre-deployment, post-deployment briefing to relevant partners	
	Prepare outreach materials on the work of TOE	TOE		Produce outreach materials for stakeholders	
	Facilitate experience sharing among national authorities, including through South-South and triangular cooperation	TOE / rostered experts	National authorities in concerned countries / relevant regional organization	Initiate experience sharing exercises to help authorities to learn from each other in the global South and elsewhere	
	Promote learning on emerging challenges in addressing sexual violence	TOE / OSRSG-SVC	National authorities in concerned countries / relevant regional organization	Initiate learning events to address new issues that have emerged or recurred when addressing conflict-related sexual violence	
	Propose recommendations for addressing emerging challenges	TOE / OSRSG-SVC		Recommend concrete action for addressing emerging challenges	
	Consolidate existing tools and policies in addressing sexual violence	TOE / OSRSG-SVC	National authorities in concerned countries / relevant regional organization	Regularly contribute to reviewing and updating existing tools and policies	
<b>Output 4 Subtotal</b>					\$872,500
<b>Operational and Support Costs</b>	Team Leader (D1)	DPKO			<b>\$1,570,800</b>
	Experts (P4)	DPKO			<b>\$1,174,800</b>
	Experts (P4)	UNDP			<b>\$1,222,820</b>
	Experts (P4)	OHCHR			<b>\$1,174,800</b>
	Seconded Expert (P4)	DPKO			<b>\$91,300</b>
	External Partnerships (P2)	DPKO			<b>\$810,300</b>
	Volunteers/Interns/JPOs	DPKO			<b>\$91,300</b>
	Operational Support (GS)	UNDP			<b>\$248,360</b>
	Administrative Assistants (GS)	DPKO			<b>\$621,800</b>
<b>Operational and Support Costs Subtotal</b>					<b>\$7,006,280</b>
<b>Total</b>	<b>Programme Cost</b>				<b>\$14,758,240</b>
	<b>Indirect Support Cost (7%)</b>				<b>\$1,033,077</b>
	<b>Total Cost</b>				<b>\$15,791,317</b>

<b>DPKO<sup>2</sup></b>	<b>Programme Cost</b>	<b>\$5,232,800</b>
	<b>Indirect Support Cost (7%)</b>	<b>\$366,296</b>
	<b>Total Cost</b>	<b>\$5,599,096</b>
<b>UNDP</b>	<b>Programme Cost</b>	<b>\$8,350,640</b>
	<b>Indirect Support Cost (7%)</b>	<b>\$584,545</b>
	<b>Total Cost</b>	<b>\$8,935,185</b>
<b>OHCHR</b>	<b>Programme Cost</b>	<b>\$1,174,800</b>
	<b>Indirect Support Cost (7%)</b>	<b>\$82,236</b>
	<b>Total Cost</b>	<b>\$1,257,036</b>

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

## 6. Management and Coordination Arrangements

### A. Management Structure

#### Team of Experts

The Team Leader is co-located within the Office of the SRSG-SVC and reports to the SRSG-SVC. The seconded expert, the Administrative Assistant, volunteers and interns are also co-located within the Office of the SRSG-SVC and are supervised by the Team Leader.

Each of the experts who are currently TOE members are located in his or her respective co-lead entity (DPKO, OHCHR, UNDP) to promote good communication and coordination between the Team and the co-lead entities. While the time of each expert is fully dedicated to supporting the work of the TOE, each expert also contributes to support his or her own entity regarding that entities' contribution to addressing conflict-related sexual violence. Each expert has dual reporting lines to the relevant co-lead entity and to the Team Leader. By retaining their institutional linkages, experts promote coherence and ensure that efforts being undertaken by their respective department/entity are in line with and complement the efforts of the Team of Experts and vice-versa. Rostered specialists deployed to the field will report to the Team Leader and the relevant UN entity or government institution to which they are deployed.

#### Advisory Group

The Advisory Group is comprised of one designated senior manager per co-lead entity. The role of the Advisory Group includes: providing strategic advice on engagements of the TOE; proposing possible areas of engagement to the TOE; advising on the management of the roster of experts; considering the TOE's reports and recommendations from assessments and deployments; and supporting the TOE in its efforts to mobilize resources.

See TOR for Advisory Group – Annex A.

### B. Coordination

#### Country Level

This Programme aims to enhance United Nations action at the country level by complementing the efforts of United Nations entities, the host government, NGOs and other relevant actors in addressing conflict-related sexual violence. It also aims at ensuring that governments are assisted in meeting commitments made through joint communiqués and frameworks of cooperation with the United Nations to address conflict-related sexual violence. Assessments to help national authorities identify gaps, define strategic directions, and accompaniment of governments' initiatives will be done in coordination with the 3 co-lead entities (UNDP, OHCHR, DPKO), and other relevant UN entities in relevant countries. UNDP country offices will remain the main conduit through which experts are identified and deployed to support national authorities, and resources to support such work are channeled.

<sup>2</sup> DPKO holds 15% of funds received as staff reserve. These funds are returned at the end of the Joint Programme.

At the country level, the support to governmental entities, in coordination with United Nations entities present in the country, are at the core of the TOE's mandate. Additionally, various stakeholders, including civil society organizations, will be consulted so as to ensure that all of the Team's technical, programmatic and strategic initiatives are comprehensive, inclusive and of added value. Ultimately the cooperation with the various actors in the country will be critical as they will ensure the follow-up of the TOE's work. In all its support, the TOE will seek to foster national ownership, leadership and responsibility.

#### Global Level

This Programme will support United Nations system-wide responses to strengthen national rule of law responses to conflict-related sexual violence through the integration and coordination with the broader United Nations rule of law community. The Team will foster its cooperation with the United Kingdom's Preventing Sexual Violence Initiative (PSVI) and the intergovernmental facility "Justice Rapid Response". The Team will also work closely with regional organizations such as the International Conference on the Great Lakes Region.

The organizational structure of the TOE is integrated into the United Nations system through informational/reporting, advisory, and managerial lines. The TOE will work in close partnership with the Global Focal Point for Police, Justice and Corrections. This is designed to ensure traction and impact within United Nations entities at Headquarters and field level on the issue of sexual violence and to support institutional responses which go beyond the deployment of the Team.

## **7. Fund Management Arrangements**

Each of the co-lead entities will fund and implement its activities in parallel with the other participating entities. The Team Leader will be responsible for consolidated reporting.

#### Fund management:

This Programme document serves as an overall proposal for funding for TOE activities for 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 UN Action 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 among the co-lead entities (DPKO, OHCHR, and UNDP) to provide for the TOE member from each agency as well as TOE activities.

The Participating UN Organizations have appointed the UNDP MPTF Office to act as the Administrative Agent<sup>3</sup> (AA) 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 TOE 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 in consultation with 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 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 Programme. Each UN

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<sup>3</sup> The Administrative Agent will charge 1% administration fee for performing the AA functions.



Organization will deduct a maximum of 7% as overhead costs of the total allocation received for the agency.

## **8. Monitoring, Evaluation and Reporting**

### **A. Monitoring**

This Programme will be evaluated based on the following Monitoring Framework.

**Table 2: Programme - Monitoring Framework**

<b>Outcome: Countries facing conflict-related sexual violence are better able to address impunity for conflict-related sexual violence sustainably through improved legal, regulatory, and policy frameworks; strengthened institutions; and enhanced capacities</b>					
<b>Expected Results (Outcomes &amp; outputs)</b>	<b>Indicators (with baselines &amp; indicative timeframe)</b>	<b>Means of verification</b>	<b>Collection methods (with indicative time frame &amp; frequency)</b>	<b>Responsibilities</b>	<b>Risks &amp; assumptions</b>
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
<b>Output 1: Countries experiencing or at risk of experiencing conflict-related sexual violence are identified and engaged for assessment and possible support</b>	<p><b>Baseline:</b> 7 countries engaged: CAR, Colombia, Côte d'Ivoire, DRC, Guinea, Somalia, South Sudan</p> <p><b>Indicator:</b> # of countries or regional bodies which have entered into joint communiqués or frameworks of cooperation welcoming the engagement of the Team of Experts. JC underscore the importance inter alia; commitments to address impunity; to strengthen rule of law institutions; to ensure reparations, to protect victims and witnesses, to establish specialized institutions, etc.</p> <p><b>Target:</b> (Year 1) 2 countries or regional bodies which have entered into joint communiqués or frameworks of cooperation (underscoring the issue of accountability) welcoming the engagement of the Team of Experts</p> <p>(Year 2) 2 countries or regional bodies which have entered into joint communiqués or frameworks of cooperation (underscoring the issue of accountability) welcoming the engagement of the Team of Experts</p> <p>(Year 3)</p>	<p>Joint communiqués or frameworks of cooperation endorsed by countries or regional bodies welcoming the engagement of the Team of Experts</p>	<p>Review means of verification on an ongoing basis</p>	<p>TOE</p>	<p>Assumption: Sexual violence will continue. Assumes the Office of the SRSG-SVC continues to pursue and secure joint communiqués and frameworks of cooperation.</p> <p>Risks: Office of the SRSG-SVC no longer pursues joint communiqués or frameworks of cooperation. Government are unwilling to sign joint communiqués or frameworks of cooperation.</p> <p>Mitigating factor: Continue to support the Office of the SRSG-SVC in developing joint communiqués and frameworks of cooperation. Continue to engage with governments to secure request for assistance from the TOE.</p>

	<p>1 country or regional body which have entered into joint communiqués or frameworks of cooperation (underscoring the issue of accountability) welcoming the engagement of the Team of Experts</p> <p>(Year 4)</p> <p>1 country or regional body which have entered into joint communiqués or frameworks of cooperation (underscoring the issue of accountability) welcoming the engagement of the Team of Experts</p> <p>(Year 5)</p> <p>1 country or regional body which have entered into joint communiqués or frameworks of cooperation (underscoring the issue of accountability) welcoming the engagement of the Team of Experts</p>				
<p><b>Output 2: Priority actions for addressing impunity for conflict-related sexual violence by national authorities and relevant partners identified and understood</b></p>	<p><b>Baseline:</b> 6 TOE assessment missions conducted (CAR, Colombia, DRC, Liberia, Somalia, South Sudan)</p> <p><b>Indicator:</b> # of TOE assessment missions conducted; Clear directions identified; and concrete initiatives defined</p> <p><b>Target:</b> (Year 1) 2 TOE assessment missions conducted; and concrete initiatives defined in these countries</p> <p>(Year 2) 2 TOE assessment missions conducted; and concrete initiatives defined in these countries</p> <p>(Year 3) 2 TOE assessment missions conducted; and concrete initiatives defined in these</p>	<p>Assessment reports; with recommendations of addressing the issue of accountability</p>	<p>Review means of verification on an ongoing basis</p>	<p>TOE</p>	<p>Assumption: National authorities provide consent for assessment missions.</p> <p>Risks: Lack of cooperation from some national governments; number of countries requiring assessment reach target levels; physical conditions / political instability impede field access.</p> <p>Mitigating factors: Build strong links with relevant Ministries and institutions (justice, gender, interior, police, military, courts, parliaments, NGOs); establish regular communication channels with national and local political, administrative and justice authorities; develop a strongly built roster of experts ready for deployment</p>

	<p>countries</p> <p>(Year 4) 2 TOE assessment missions conducted; and concrete initiatives defined in these countries</p> <p>(Year 5) 2 Follow up missions conducted; and qualitative indicators for impact agreed</p>				
<p><b>Output 3: National authorities' capacity to fight impunity for conflict-related sexual violence enhanced through technical, strategic and programmatic support</b></p>	<p><b>Baseline:</b> 7 deployments to situations of particular concern by TOE members and rostered experts (2 Colombia, 1 Côte d'Ivoire, 1 DRC, 1 Guinea, 2 South Sudan)</p> <p>Zero specialized institutions established</p> <p><b>Indicator:</b> # of deployments to situations of particular concern by TOE members and rostered experts resulting in the establishment of mechanisms to address sexual violence, in sustained investigations and prosecutions<sup>4</sup>; Police improves its capacity to investigate and document SV, prosecutors initiate actions, and judges adequately adjudicate SV crimes.</p> <p># of operational specialized institution(s) established to fight impunity conflict-related sexual violence at national and local levels; Special police units established; special court sessions; reparations programmes; special commissions, etc</p> <p><b>Target:</b> (Year 1) 5 deployments to situations of particular concern by TOE members / rostered experts; Police improves its capacity to investigate and</p>	<p>Issuance of contracts to experts</p> <p>Terms of reference and end of mission reports for each deployment</p> <p>Tools developed during each deployment</p> <p>List of Specialized institution (s) established to fight impunity conflict-related sexual violence, at national and local levels</p> <p>Memos addressed to governments</p> <p>Reports on impact assessment</p> <p>Treaty bodies, special procedures and UPR reports</p> <p>Reference to TOE's contribution to addressing SV challenges by non-governmental entities.</p>	<p>Review of means of verification for each deployment</p>	<p>DPKO, UNDP and OHCHR deploy Team Leader, Experts, or rostered experts/consultants to "situations of particular concern"</p>	<p>Assumptions: Governments consent to the deployment of the TOE; adequate resources provided by governments to fighting impunity for sexual violence; suitable consultants are identified contracted, and available to deploy.</p> <p>Risk: Lack of political commitment / political instability.</p> <p>Mitigating factor: Advocacy through sustained dialogue.</p>

<sup>4</sup> Number of deployments to situations of particular concern includes the number of individuals deployed based on the issuance of a contract. An extension for continuation of the same work does not count as a new deployment. Deployments to support assessment missions are included.

	<p>document SV, prosecutors take actions, and judges adjudicate SV crimes.</p> <p>(Year 2) 5 deployments to situations of particular concern by TOE members / rostered experts; Police improves its capacity to investigate and document SV, prosecutors take actions, and judges adjudicate SV crimes.</p> <p>(Year 3) 5 deployments to situations of particular concern by TOE members / rostered experts; Police improves its capacity to investigate and document SV, prosecutors take actions, and judges adjudicate SV crimes</p> <p>(Year 4) 5 deployments to situations of particular concern by TOE members / rostered experts; Police improves its capacity to investigate and document SV, prosecutors take actions, and judges adjudicate SV crimes</p> <p>(Year 5) 3 deployments to situations of particular concern by TOE members / rostered experts; Police improves its capacity to investigate and document SV, prosecutors take actions, and judges adjudicate SV crimes</p>				
<b>Output 4: Coherence and effectiveness of international community in addressing conflict-related sexual violence strengthened</b>	<p><b>Baseline:</b> 1 experience sharing exercise facilitated by TOE members (between Côte d'Ivoire and Sierra Leone)</p> <p>1 learning exercise on emerging challenges in addressing sexual violence (sexual</p>	<p>Reports from experience sharing and learning exercises; notes from briefing sessions; reports highlighting impact of joint</p>	<p>Review means of verification on an ongoing basis</p>	<p>TOE/ rostered experts/beneficiaries of experience sharing exercises; learning exercises; briefing events</p>	<p>Assumptions: Sexual violence continues; new trends of sexual violence emerge; national authorities ready to cooperate with others; adequate resources available</p> <p>Risk: Lack of political commitment / political</p>

	<p>violence against men and boys)</p> <p>1 support exercise to ICGLR training facility</p> <p><b>Indicator:</b> # of experience sharing exercises; learning exercises; briefing events; national experts compile lessons and apply them</p> <p><b>Target:</b> (Year 1) 5 experience sharing; learning exercises, briefing events; national experts apply lessons learned</p> <p>(Year 2) 5 experience sharing; learning exercises; briefing events; national experts apply lessons learned</p> <p>(Year 3) 5 experience sharing; learning exercises; briefing events; national experts apply lessons learned</p> <p>(Year 4) 5 experience sharing; learning exercises, briefing events ; national experts apply lessons learned</p> <p>(Year 5) 5 experience sharing; learning exercises; briefing events; national experts apply lessons learned</p>	<p>actions and initiatives influenced by experience sharing exercises.</p>			<p>instability</p> <p>Mitigating factor: Advocacy through sustained dialogue; facilitation of linkages among concerned countries</p>
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#### Annual/Regular reviews

The Team Leader, under the supervision of the SRSG-SVC and in close consultation with the co-lead entities, is responsible for conducting regular reviews of the work carried out by the TOE, every 6 months, including through the performance reviews of individual team members.

#### **B. Evaluation**

The Team Leader, under the supervision of the SRSG-SVC and in close consultation with the Advisory Group, will be responsible for evaluation(s) of the Programme. A review will be conducted at least twice before the end of this Programme. The results of the review will be used to adjust the ongoing work to improve the efficiency and effectiveness of the Programme. If deemed necessary by the Advisory Group, an external review may also be undertaken at the end of the Programme.

The Team Leader will also be responsible for managing the risks and assumptions identified in Table 2 to achieve the agreed Programme results. At a minimum, these will be reviewed during regular reviews and revised as appropriate.

### **C. Reporting**

The Team Leader, under the supervision of the SRSG-SVC and in close consultation with the co-lead entities, will be responsible for common narrative reporting on the Programme results, including annual and final consolidated narrative reports.

The TOE will produce end of mission reports, including findings and recommendations. The end of mission reports will be shared with the SRSG-SVC, the Advisory Group, and the SRSG; DSRSG; or RC/HC for follow-up and appropriate action. The end of mission reports will also be shared with the host government and the Secretary-General via the SRSG-SVC, as appropriate, and should contain action oriented recommendations on follow-up actions (e.g. inclusion in reports to the Security Council).

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;
- 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 TOE 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 the Advisory Group with:
  - 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;
  - 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.

## **9. Legal Context or Basis of Relationship.**

Security Council resolution 1888 requires that any deployment of the TOE be based on the consent of the host government. Accordingly, the deployment of the TOE to a given country will be based on a formal request, exchange of letters, agreed joint communiqués or other agreed frameworks of cooperation. In addition, the TOE will develop a terms of reference for each deployment in consultation with the concerned government, UN agencies in country and other relevant stakeholders that will be shared with the host government for its endorsement.

The co-lead entities agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this 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 <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision will be included in all sub-contracts or sub-agreements entered into under this Programme document.

The Administrative Agent and the Participating UN Organizations will sign the UNDG-approved Standard Memorandum of Understanding (MOU) for this Joint Programme.

The donors contributing to the Joint Programme will sign with the Administrative Agent the UNDG-approved Standard Administrative Arrangement (SAA) for this Joint Programme.



## 10. Work plans and budgets

Year: 2015

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME												RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1 Jan-Mar			Q2 Apr-June			Q3 July-Sept			Q4 Oct-Dec				Funding Source	Budget Description	Amount
		1	2	3	1	2	3	1	2	3	1	2	3				
<b>Output 1: Countries experiencing or at risk of experiencing conflict-related sexual violence are identified and engaged for assessment and possible support</b>  <b>Baseline:</b> <i>7 countries engaged: CAR, Colombia, Côte d'Ivoire, DRC, Guinea, Somalia, South Sudan</i>  <b>Indicator:</b> <i># of countries or regional bodies which have entered into joint communiqués or frameworks of cooperation welcoming the engagement of the Team of Experts.</i>  <b>Target:</b> <i>(Year 1) 2 countries or regional bodies which have entered into joint communiqués or frameworks of cooperation welcoming the engagement of the Team of Experts</i>	1.1 Solicit regular updates from field offices, network of contacts	X	X	X	X	X	X	X	X	X	X	X	X	TOE			\$0
	1.2 Identify and review key documents	X	X	X	X	X	X	X	X	X	X	X	X	TOE			\$0
	1.3 Identify and consult relevant partners	X	X	X	X	X	X	X	X	X	X	X	X	TOE			\$0
	1.4 Analyze and systematize information	X	X	X	X	X	X	X	X	X	X	X	X	TOE			\$0
	1.5 Prepare dossiers and engage with relevant national authorities	X	X	X	X	X	X	X	X	X	X	X	X	TOE			\$0
	1.6 Support preparation of joint communiqués or frameworks of cooperation	X	X	X	X	X	X	X	X	X	X	X	X	X	TOE	MPTF	

<b>Output 2: Priority actions for addressing impunity for conflict-related sexual violence by national authorities and relevant partners identified and understood</b>  <b>Baseline:</b> 6 TOE assessment missions conducted (CAR, Colombia, DRC, Liberia, Somalia, South Sudan)  <b>Indicator:</b> # of TOE assessment missions conducted  <b>Target:</b> (Year 1) 2 TOE assessment missions conducted	2.1 Assess requests for assistance and send responses	X	X	X	X	X	X	X	X	X	X	X	X	TOE			\$0
	2.2 Assess details of commitments in joint communiqués and frameworks of cooperation	X	X	X	X	X	X	X	X	X	X	X	X	TOE			\$0
	2.3 Plan assessment missions	X		X		X		X		X		X		TOE			\$0
	2.4 Discuss assessment mission TOR with stakeholders	X		X		X		X		X		X		TOE			\$0
	2.5 Deploy expertise to "situations of particular concern" (covers preparation of <i>joint communiqués or frameworks of cooperation</i> – Output 1; assessments – output 2, and technical support – output 3)	X		X		X		X		X		X		DPKO	MPTF		\$289,800 <sup>5</sup>
														OHCHR	MPTF		\$96,600
														UNDP	MPTF		\$96,600
	2.6 Conduct consultations with relevant partners	X		X		X		X		X		X		TOE			\$0
	2.7 Prepare end of mission reports and recommendations	X		X		X		X		X		X		TOE			\$0

<sup>5</sup> Includes travel for Team Leader, DPKO Team Member, and PSVI Consultant.

<b>Output 3: National authorities' capacity to fight impunity for conflict-related sexual violence enhanced through technical, strategic and programmatic support</b>  <b>Baseline:</b> 7 deployments to situations of particular concern by TOE members and rostered experts (2 Colombia, 1 Côte d'Ivoire, 1 DRC, 1 Guinea, 2 South Sudan)  Zero specialized institutions established  <b>Indicator:</b> # of deployments to situations of particular concern by TOE members and rostered experts resulting the establishment of mechanisms to address sexual violence, and in sustained investigations and prosecutions.  # of operational specialized institution (s) established to fight impunity conflict-related sexual	3.1 Recruit and deploy experts "to situations of particular concern" <sup>6</sup>	X		X		X		X		X			UNDP	MPTF		\$892,892
	3.2 Deploy TOE members "to situations of particular concern"	X		X		X		X		X			TOE	MPTF		(cost of travel – see activity 2.5)
	3.3. Prepare draft Terms of Reference for consultation with the concerned government including draft work plans, programmes of meetings and operational requirements for use by the SRSG and United Nations partners in the country concerned	X		X		X		X		X			TOE			\$0
	3.4 Provide technical, strategic, and programmatic advice through mentoring to key national staff	X		X		X		X		X			TOE/rostered experts			\$0
	3.5. Help develop tools, ensure mentoring of national actors	X		X		X		X		X						\$0

<sup>6</sup> Consultants may also be deployed for assessment mission – output 2.

<i>violence, at national and local levels</i>  <b>Target:</b> (Year 1) 5 deployments to situations of particular concern by TOE members and rostered experts	3.6 Produce progress and end of mission reports and develop a plan to ensure follow-up to findings and sustainability of efforts		X		X		X		X		X		X	TOE/rostered experts			\$0
<b>Output 4:</b> <b>Coherence and effectiveness of international community in addressing conflict-related sexual violence strengthened</b>  <b>Baseline:</b> <i>1 experience sharing exercise facilitated by TOE members (between Côte d'Ivoire and Sierra Leone)</i>  <i>1 learning exercise on emerging challenges in addressing sexual violence (sexual violence against men and boys)</i>  <i>1 support exercise to ICGLR training facility</i>  <b>Indicator:</b> <i># of experience sharing exercises; learning exercises; briefing events</i>  <b>Target:</b> (Year 1) 5 experience sharing; learning exercises,	4.1. Identify contexts and institutions relevant for experience sharing	X	X	X	X	X	X	X	X	X	X	X	X	TOE			\$0
	4.2. Ensure linkages between countries and/or institutions for experience sharing	X	X	X	X	X	X	X	X	X	X	X	X	TOE/OSRSG-SVC			\$0
	4.3. Developing concepts notes for learning exercises	X	X	X	X	X	X	X	X	X	X	X	X	TOE/OSRSG-SVC			\$0
	4.4. Organize technical meetings on emerging challenges																
	4.5. Organize experience sharing missions and workshops	X		X		X		X		X		X		TOE/OSRSG-SVC	MPTF		\$100,000
	4.6. Engage regional organizations	X	X	X	X	X	X	X	X	X	X	X	X	TOE/OSRSG-SVC			\$0
	4.7. Draft and recommend policies	X	X	X	X	X	X	X	X	X	X	X	X	TOE/OSRSG-SVC			\$0

briefings	4.8. Commission studies to help identify entry points in addressing accountability in relation emerging issues	X	X	X	X	X	X	X	X	X	X	X	X	X	TOE/OSRSG-SVC	MPTF		\$50,000
	4.9. Printing reports, studies, and promotional material	X	X	X	X	X	X	X	X	X	X	X	X	X	TOE/OSRSG-SVC			\$24,500
<b>Operational and Support Costs</b>	Team Leader (D1)														DPKO	MPTF		\$314,160
	Experts (P4)														DPKO	MPTF		\$234,960
	Experts (P4)														UNDP	MPTF		\$244,564
	Experts (P4)														OHCHR	MPTF		\$234,960
	PSVI Consultant (P4)														DPKO	MPTF		\$18,260
	Volunteers / Interns / JPOSs														DPKO	MPTF		\$18,260
	External Partnerships (P2)														DPKO	MPTF		\$162,060
	Operational Support														UNDP	MPTF		\$49,672
	Administrative Assistants (GS)														DPKO	MPTF		\$124,360
<b>Total</b>	<b>Programme Cost</b>																	\$2,951,648
	<b>Indirect Support Cost (7%)</b>																	\$206,615
	<b>Total Cost</b>																	\$3,158,263
DPKO <sup>7</sup>	<b>Programme Cost</b>																	\$1,336,360
	<b>Indirect Support Cost (7%)</b>																	\$93,545
	<b>Total Cost</b>																	\$1,429,905
UNDP	<b>Programme Cost</b>																	\$1,283,728
	<b>Indirect Support Cost (7%)</b>																	\$89,861
	<b>Total Cost</b>																	\$1,373,589
OHCHR	<b>Programme Cost</b>																	\$234,960
	<b>Indirect Support Cost (7%)</b>																	\$23,209
	<b>Total Cost</b>																	\$354,769

<sup>7</sup> DPKO holds 15% of funds received as staff reserve. These funds are returned at the end of the Joint Programme.

**Annex A**  
**Team of Experts: Rule of Law – Sexual Violence in Conflict**  
**Advisory Group**  
**Terms of Reference**

*Background* – On 30 September 2009, the 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 rapidly 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”. A subsequent concept note produced by the co-lead entities decided on the establishment of an Advisory Group, which will be chaired by the Team Leader to provide substantive and programmatic advice to the Team of Experts.

*Objectives* –The Advisory Group provides strategic and programmatic advice and support to the Team of Experts.

*Role of the Advisory Group*- its role includes *inter alia*:

- *Provide strategic advice on engagements of the Team of Experts;*
- *Propose possible areas of engagement to the Team of Experts;*
- *Advise on the management of roster of experts;*
- *Consider the Team’s reports and recommendations from assessments and deployments; and*
- *Support the Team in its efforts to explore funding and fundraising avenues.*
- *Advising on the distribution of funds among entities.*

*Chair of the Advisory Group* – The Advisory Group meetings shall be chaired by the Team Leader of the Team of Experts. The SRSG can also convene meetings of the Advisory Group when she deems it necessary, in consultation with the Chair. In case of absence, the Chair will designate a member of the Advisory Group to convene the meeting(s).

*Size and Composition of the Advisory Group* – The Advisory Group shall consist of a representative from each of the United Nations entities contributing a member to the Team of Experts (DPKO, OHCHR, UNDP). If an additional entity contributes a member to the Team of Experts, the entity will also be requested to identify a representative to participate in the Advisory Group. Members of the Advisory Group will designate an alternate person who will represent the entity to the meetings, in case of absence.

*Other Participants* – The Chair may request the participation of other entities or individuals as appropriate.

*Meeting Frequency* – The Advisory Group will hold its regular meetings on a quarterly basis, based on an agreed calendar. Ad hoc meetings can be convened by the Chair if the need is established.

*Meeting Locations* – The meetings of the Advisory Group shall be convened at a location designated by the Chair. The meeting should normally take place in the meeting room of the office of the SRSG-SVC, but could be also held in another co-lead entity’s premises.

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

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

## Annex B: DETAILED ESTIMATED CONSOLIDATED ANNUAL BUDGET

		No. of Staff Members	Unit of Measurement	Per Unit Cost in USD	Total in USD	Per Unit Cost in € <sup>8</sup>	Total Cost in €
<b>TOE Staff</b>	Team Leader (D1)	1	1 year	314,160	314,160	250,857	250,857
	Experts (P4)	3	1 year	238,161 <sup>9</sup>	714,484	190,172	570,515
	PSVI Consultant (P4)	1	1 year	18,260	18,260	14,581	14,581
	Volunteers/Interns/JPOs	1	1 year	18,260	18,260	14,581	14,581
	External Partnerships (P2)	1	1 year	162,060	162,060	129,405	129,405
	Operational Support	1	1 year (half time)	49,672	49,672	39,663	39,663
	Administrative Assistants (GS)	1	1 year	124,360	124,360	99,301	99,301
	<b>SUBTOTAL</b>				<b>1,401,256</b>		<b>1,118,903</b>
<b>TOE Travel</b>	Experts Travel	5	6 missions per year	11,000 <sup>10</sup>	330,000	8,784	263,505
	Experts DSA	5	84 days each <sup>11</sup>	350 <sup>12</sup>	147,000	279	117,368
	Expert Terminal Expense	5	6 missions per year	200	6,000	160	4,791
	<b>SUBTOTAL</b>				<b>483,000</b>		<b>385,676</b>
<b>Consultants</b>	Consultant Fees (long term)	4	12 months	204,529 <sup>13</sup>	818,116	163,316	653,266
	Consultant Fees (short term)	2	1 month	9,788 <sup>14</sup>	19,576	7,816	15,631
	Consultant Travel	6	1 mission	5,500 <sup>15</sup>	33,000	4,392	26,351
	Consultant DSA (short term)	2	30 days each	350	21,000	279	16,769
	Consultant Terminal Expenses	6	1 mission	200	1,200	160	958
	<b>SUBTOTAL</b>				<b>892,892</b>		<b>712,974</b>
<b>Other costs</b>	Workshops				100,000		79,850
	Printing				24,500		19,563
	Research				50,000		39,925
	<b>SUBTOTAL</b>				<b>174,500</b>		<b>139,338</b>
	<b>TOTAL (without Programme Support Costs or DPKO Staff Reserve)<sup>16</sup></b>				<b>2,951,648</b>		<b>2,356,891</b>

<sup>8</sup> The costs expressed in € are representative. The costs expressed in \$ are fixed. The exchange rate used to convert \$ to € is .7985, as of 18 November 2014.

<sup>9</sup> Calculated average P4 salary.

<sup>10</sup> Pro forma travel cost: Africa - \$11,000; Asia - \$9,700; Middle East - \$8,493; Europe - \$6,000; Central America / Caribbean - \$1,100; South America - \$3,000. Given the number of African countries in which the TOE is engaged, the pro forma travel cost for Africa is used.

<sup>11</sup> Assumes average of 14 days per mission.

<sup>12</sup> Estimated pro forma DSA: Africa - \$250; Asia - \$265; Middle East - \$315; Europe - \$310; Central America / Caribbean - \$380; South America - \$295. Based on past experience in the countries in which the TOE works, a DSA rate of \$350 will be used rather than the pro forma cost.

<sup>13</sup> Estimated cost for P4 international temporary assignment.

<sup>14</sup> Assume \$450 per day. Fee \$450 x 21.75 working days = \$9,788 per Consultant.

<sup>15</sup> Estimated travel cost for economy ticket: Africa - \$5,500; Asia - \$4,850; Middle East - \$4,246; Europe - \$3,000; Central America / Caribbean - \$1,100; South America - \$2,000. Given the number of African countries in which the TOE is engaged, the estimated travel cost for Africa is used.

	Programme Support Costs (7%)				206,615		164,982
	<b>TOTAL</b>				3,158,263		<b>2,521,873</b>

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<sup>16</sup> DPKO holds 15% of funds received as staff reserve. These funds are returned at the end of the Joint Programme.



### Annex C: SUMMARY ESTIMATED 5 YEAR BUDGET

	Year 1 USD	Year 2 USD	Year 3 USD	Year 4 USD	Year 5 USD	Total Budget USD	Year 1 € <sup>17</sup>	Year 2 €	Year 3 €	Year 4 €	Year 5 €	Total Budget €
<b>TOE Staff Salaries</b>	1,401,256	1,401,256	1,401,256	1,401,256	1,401,256	<b>7,006,280</b>	1,118,903	1,118,903	1,118,903	1,118,903	1,118,903	<b>5,594,515</b>
<b>TOE Travel</b>	483,000	483,000	483,000	483,000	483,000	<b>2,415,000</b>	385,676	385,676	385,676	385,676	385,676	<b>1,928,378</b>
<b>Consultant Fees</b>	837,692	837,692	837,692	837,692	837,692	<b>4,188,460</b>	668,897	668,897	668,897	668,897	668,897	<b>3,344,485</b>
<b>Consultant Travel</b>	55,200	55,200	55,200	55,200	55,200	<b>276,000</b>	44,077	44,077	44,077	44,077	44,077	<b>220,386</b>
<b>Other Costs</b>	174,500	174,500	174,500	174,500	174,500	<b>872,500</b>	139,338	139,338	139,338	139,338	139,338	<b>696,691</b>
<b>TOTAL (without Programme Support Costs or DPKO Staff Reserve)</b>	2,951,648	2,951,648	2,951,648	2,951,648	2,951,648	<b>14,758,240</b>	2,356,891	2,356,891	2,356,891	2,356,891	2,356,891	<b>11,784,455</b>
<b>Programme Support Costs (7%)</b>	206,615	206,615	206,615	206,615	206,615	<b>1,033,077</b>	164,982	164,982	164,982	164,982	164,982	<b>824,912</b>
<b>TOTAL<sup>18</sup></b>	3,158,263	3,158,263	3,158,263	3,158,263	3,158,263	<b>15,791,317</b>	2,521,873	2,521,873	2,521,873	2,521,873	2,521,873	<b>12,609,367</b>

<sup>17</sup> The costs expressed in € are representative. The costs expressed in \$ are fixed. The exchange rate used to convert \$ to € is .7985, as of 18 November 2014.

<sup>18</sup> DPKO holds 15% of funds received as staff reserve. These funds are returned at the end of the Joint Programme.

# Annex D: DETAILED ESTIMATED ANNUAL BUDGET BY ENTITY

Entity	Category	Description	No. of Staff Members	Unit of Measurement	Per Unit Cost in USD	Total in USD
DPKO	Salary	Team Leader (D1)	1	1 year	314,160 <sup>19</sup>	314,160
		Expert (P4)	1	1 year	234,960 <sup>20</sup>	234,960
		PSVI Consultant (P4)	1	1 year	18,260 <sup>21</sup>	18,260
		Volunteers / Interns / JPOs	1	1 year	18,260 <sup>22</sup>	18,260
		External Partnerships (P2)	1	1 year	162,060 <sup>23</sup>	162,060
		Administrative Assistants (GS)	1	1 year	124,360 <sup>24</sup>	124,360
	<b>Salary Total</b>					<b>872,060</b>
	Travel	Experts Travel	3	6 missions per year	11,000 <sup>25</sup>	198,000
		Experts DSA	3	84 days each <sup>26</sup>	350 <sup>27</sup>	88,200
		Expert Terminal Expense	3	6 missions per year	200	3,600
	<b>Travel Total</b>					<b>289,800</b>
	Other Costs	Workshops				100,000
		Printing				24,500
		Research				50,000
	<b>Other Costs Total</b>					<b>174,500</b>

<sup>19</sup> In addition to salary this includes DPKO annual staff related administrative costs: Contractual Services – provision is made for information technology services (level B) at the standard rate of \$1,500; Premises (rental and maintenance) – provision is made for office accommodation at the standard rate of \$15,900; Communications – provision is made for the cost of telephone and fax services at a standard rate of \$360 plus a blackberry at a rate of \$3,600; and Supplies and materials – provision is made for supplies and materials at a standard rate of \$500. Total administrative cost \$21,860.

<sup>20</sup> In addition to salary this includes DPKO annual staff related administrative costs: Contractual Services – provision is made for information technology services (level B) at the standard rate of \$1,500; Premises (rental and maintenance) – provision is made for office accommodation at the standard rate of \$15,900; Communications – provision is made for the cost of telephone and fax services at a standard rate of \$360; and Supplies and materials – provision is made for supplies and materials at a standard rate of \$500. Total administrative cost \$18,260.

<sup>21</sup> Reflects DPKO annual staff related administrative costs: Contractual Services – provision is made for information technology services (level B) at the standard cost of \$1,500; Premises (rental and maintenance) – provision is made for office accommodation at the standard cost of \$15,900; Communications – provision is made for the cost of telephone and fax services at a standard cost of \$360; and Supplies and materials – provision is made for supplies and materials at a standard cost of \$500. Total administrative cost \$18,260.

<sup>22</sup> Reflects DPKO annual staff related administrative costs: Contractual Services – provision is made for information technology services (level B) at the standard cost of \$1,500; Premises (rental and maintenance) – provision is made for office accommodation at the standard cost of \$15,900; Communications – provision is made for the cost of telephone and fax services at a standard cost of \$360; and Supplies and materials – provision is made for supplies and materials at a standard cost of \$500. Total administrative cost \$18,260.

<sup>23</sup> In addition to salary this includes DPKO annual staff related administrative costs: Contractual Services – provision is made for information technology services (level B) at the standard cost of \$1,500; Premises (rental and maintenance) – provision is made for office accommodation at the standard cost of \$15,900; Communications – provision is made for the cost of telephone and fax services at a standard cost of \$360; and Supplies and materials – provision is made for supplies and materials at a standard cost of \$500. Total administrative cost \$18,260.

<sup>24</sup> In addition to salary this includes DPKO annual staff related administrative costs: Contractual Services – provision is made for information technology services (level B) at the standard rate of \$1,500; Premises (rental and maintenance) – provision is made for office accommodation at the standard rate of \$15,900; Communications – provision is made for the cost of telephone and fax services at a standard rate of \$360; and Supplies and materials – provision is made for supplies and materials at a standard rate of \$500. Total administrative cost \$18,260.

<sup>25</sup> Pro forma travel cost: Africa – \$11,000; Asia – \$9,700; Middle East – \$8,493; Europe – \$6,000; Central America / Caribbean – \$1,100; South America – \$3,000. Given the number of African countries in which the TOE is engaged, the pro forma travel cost for Africa is used.

<sup>26</sup> Assumes average of 14 days per mission.

<sup>27</sup> Estimated pro forma DSA: Africa – \$250; Asia – \$265; Middle East – \$315; Europe – \$310; Central America / Caribbean – \$380; South America – \$295. Based on past experience in the countries in which the TOE works, a DSA rate of \$350 will be used rather than the pro forma cost.

<b>Sub-Total without Programme Support Cost or Staff Reserve<sup>28</sup></b>						<b>1,336,360</b>
<b>Programme Support Costs (7%)</b>						<b>93,545</b>
<b>Total</b>						<b>1,429,905</b>
<b>UNDP</b>	<b>Salary</b>	Expert (P4)	1	1 Year	244,564	244,564
		Operational Support (G Staff)	1	1 year (half time)	49,672 <sup>29</sup>	49,672
	<b>Total Salary</b>					<b>294,236</b>
	<b>Travel</b>	Experts Travel	1	6 missions per year	11,000 <sup>30</sup>	66,000
		Experts DSA	1	84 days each <sup>31</sup>	350 <sup>32</sup>	29,400
		Expert Terminal Expense	1	6 missions per year	200	1,200
	<b>Total Travel</b>					<b>96,600</b>
	<b>Consultants</b>	Consultant Fees (long term)	4	12 months	204,529 <sup>33</sup>	818,116
		Consultant Fees (short term)	2	1 month	9,788 <sup>34</sup>	19,576
		Consultant Travel	6	1 mission	5,500 <sup>35</sup>	33,000
		Consultant DSA (short term)	2	30 days each	350	21,000
		Consultant Terminal Expenses	6	1 mission	200	1,200
	<b>Total Consultants</b>					<b>892,892</b>
	<b>Sub-Total without Programme Support Cost</b>					<b>1,283,728</b>
	<b>Programme Support Costs (7%)</b>					<b>89,861</b>
	<b>Total</b>					<b>1,373,589</b>
<b>OHCHR</b>	<b>Salary</b>	Expert (P4)	1	1 Year	234,960 <sup>36</sup>	234,960
	<b>Total Salary</b>					<b>234,960</b>
	<b>Travel</b>	Experts Travel	1	6 missions per year	11,000 <sup>37</sup>	66,000
		Experts DSA	1	84 days each <sup>38</sup>	350 <sup>39</sup>	29,400

<sup>28</sup> DPKO holds 15% of funds received as staff reserve. These funds are returned at the end of the Joint Programme.

<sup>29</sup> Annual pro forma cost for G6 post - \$99,344.

<sup>30</sup> Pro forma travel cost: Africa - \$11,000; Asia - \$9,700; Middle East - \$8,493; Europe - \$6,000; Central America / Caribbean - \$1,100; South America - \$3,000. Given the number of African countries in which the TOE is engaged, the pro forma travel cost for Africa is used.

<sup>31</sup> Assumes average of 14 days per mission.

<sup>32</sup> Estimated pro forma DSA: Africa - \$250; Asia - \$265; Middle East - \$315; Europe - \$310; Central America / Caribbean - \$380; South America - \$295. Based on past experience in the countries in which the TOE works, a DSA rate of \$350 will be used rather than the pro forma cost.

<sup>33</sup> Estimated cost for P4 international temporary assignment - \$204,529.

<sup>34</sup> Assume \$450 per day. Fee \$450 x 21.75 working days = \$9,788 per Consultant.

<sup>35</sup> Estimated travel cost for economy ticket: Africa - \$5,500; Asia - \$4,850; Middle East - \$4,246; Europe - \$3,000; Central America / Caribbean - \$1,100; South America - \$2,000. Given the number of African countries in which the TOE is engaged, the estimated travel cost for Africa is used.

<sup>36</sup> In addition to salary this includes OHCHR annual staff related administrative costs: Contractual Services - provision is made for information technology services (level B) at the standard rate of \$1,500; Premises (rental and maintenance) - provision is made for office accommodation at the standard rate of \$15,900; Communications - provision is made for the cost of telephone and fax services at a standard rate of \$360; and Supplies and materials - provision is made for supplies and materials at a standard rate of \$500. Total administrative cost \$18,260.

<sup>37</sup> Pro forma travel cost: Africa - \$11,000; Asia - \$9,700; Middle East - \$8,493; Europe - \$6,000; Central America / Caribbean - \$1,100; South America - \$3,000. Given the number of African countries in which the TOE is engaged, the pro forma travel cost for Africa is used.

<sup>38</sup> Assumes average of 14 days per mission.

		Expert Terminal Expense	1	6 missions per year	200	1,200
	Total Travel					96,600
TOTAL (without Programme Support Costs)						331,560
Programme Support Costs (7%)						23,209
TOTAL						354,769

<sup>39</sup> Estimated pro forma DSA: Africa - \$250; Asia - \$265; Middle East - \$315; Europe - \$310; Central America / Caribbean - \$380; South America - \$295. Based on past experience in the countries in which the TOE works, a DSA rate of \$350 will be used rather than the pro forma cost.