



JOINT
SDG
FUND

Joint Programme Document:

National readiness for E-justice
transformation



Joint Programme Document

Window on Digital Transformation: Early-state joint programmes

Cover-page

MPTFO Joint programme Reference Number	
Country	Cote d'Ivoire
Region	Africa
Joint programme title:	National readiness for E-justice transformation
Duration:	<i>8 months</i>
Anticipated start and end dates:	<i>05/2024 to 12/2024</i>
Short description:	<p>The justice sector in Côte d'Ivoire faces numerous institutional, operational and technical challenges. Despite the efforts made by the Government with the support of its partners, the justice sector is struggling to effectively play its role. These difficulties are reflected in particular by the lack of human resources, the weak coverage of the courts established throughout the territory, the lack of material resources and infrastructure, the insufficient knowledge by the actors of the processes and procedures, the risks of corruption due to the low digitalization of services, difficulties in collaboration between Magistrates and Judicial Police Officers. In the digital age and new information and communication technologies, it appears essential that Côte d'Ivoire migrate the operation of its judicial services towards a new digitalization policy for better service delivery and better carrying out its missions. In this context, four agencies of the United Nations system in Côte d'Ivoire are undertaking a joint initiative called: "E-justice 4 SDGs" to foster innovation in the modernization and digitalization of Cote d'Ivoire justice system. Aligned with the Ivorian government's aspirations to modernize and guarantee equitable access to justice fixed in the National Development Plan and the Justice sector strategy, E-justice 4 SDGs aims to reinforce achievements in development, peace and security. The current Joint Programme will use seed funding to build the foundations of the E-justice 4 SDGs initiative. It will focus on readiness for E-Justice transformation to ensure national ownership, comprehensive planning and preparedness for successful change management and E-Justice transformation. Specifically, the Joint Programme will achieve 3 key results: i) Gap analysis and Digital Readiness Assessment of the legal, policy and administrative framework on e-Justice in Cote d'Ivoire is available through a participatory approach; ii) National e-Justice roadmap is appropriated by all stakeholders, and iii) Key middle management is empowered for change management and digital transformation. With a planned duration of 8 months, this initiative will be jointly implemented by UNDP, UNICEF, UNODC and UNCTAD.</p>
Joint Programme team:	UNDP, UNICEF, UNODC and UNCTAD a technical partner
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Total budget:	\$280,000
Source of funds:	SDG Fund
UN Joint SDG Fund	\$ 250,000
PUNO 1 UNDP co-funding	\$ 30,000
PUNO 2 co-funding	\$ 00
PUNO 3 co-funding	\$ 00
Government co-funding	\$ 00
International donor co-funding	\$ 00
Other sources co-funding	\$ 00

Legal context	<p>This project will be implemented by UNDP, UNICEF, UNODC and UNCTAD in accordance with their financial regulations, rules, practices and procedures, under the UN Cooperation Framework, Agencies' country programmes documents and seat agreements.</p> <p>The legal basis for the joint programme is the Legal Annex for the signed United Nations Sustainable Development Cooperation Framework (2021-2025). It refers to the cooperation or assistance agreements or other agreements that are the existing legal basis for the relationship between the Government of Cote d'Ivoire and each Participating UN System Organization.</p>
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Joint Programme Profile

Contribution to Cooperation Framework Outcome(s) and Output(s)	E-Justice contributes to UNCF Outcome 8: By 2025, governance systems are more inclusive, accountable, effective and have quality data, and people live in an environment where the rule of law, labor rights, gender equality, peace and security are respected and effective; OUTPUT 8.1: National institutions, have strengthened capacities to promote and respect rights (labor, security, justice, civil rights, information); Indicator 8.1.1: Number of structures and organizations involved in the judicial chain or in the field of human rights in target areas which have human and material capacity to ensure respect for the rule of law with UN support. OUTPUT 8.3: National institutions have strengthened capacity to collect, analyze, disseminate, and use quality disaggregated data to support decision-making and accountability.
SDG Targets directly addressed by the Joint Programme	<ul style="list-style-type: none"> • <i>SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels,</i> <ul style="list-style-type: none"> - <i>Target 16.1 Significantly reduce all forms of violence and related death rates everywhere.</i> - <i>Target 16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children,</i> - <i>Target 16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all,</i> • <i>SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation,</i> <ul style="list-style-type: none"> - <i>Target 9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all</i> • <i>SDG 5: Achieve gender equality and empower all women and girls.</i> <ul style="list-style-type: none"> - <i>Target 5.2 Eliminate all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation.</i>
Expected key results of the Joint Programme	<ol style="list-style-type: none"> 1. Gap analysis and Digital Readiness Assessment of the legal, policy and administrative framework on e-Justice in Cote d'Ivoire is available through a participatory approach 2. National e-Justice roadmap is appropriated by all stakeholders; and 3. Key middle management is empowered for change management and digital transformation.
Anticipated direct beneficiaries	5200
Anticipated financial leverage	\$250 000
Localization marker score	2

The primary focus on SDG Transitions in the JP.	<input checked="" type="checkbox"/> Digital Transformation <input type="checkbox"/> Food Systems
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	<input checked="" type="checkbox"/> Decent Jobs and Universal Social Protection <input type="checkbox"/> Energy Access and Affordability <input type="checkbox"/> Transforming Education <input type="checkbox"/> Climate, Biodiversity, Pollution
Main engine room actions that the JP supports.	<input checked="" type="checkbox"/> Shifts across policy and regulatory frameworks <input checked="" type="checkbox"/> Capacity building at scale <input type="checkbox"/> Deal room (financing mix) <input type="checkbox"/> Pipeline of bankable and market-ready joint programmes

Contributions to Digital Transformation

Digital Offerings addressed by the JP.	<input checked="" type="checkbox"/> Government service systems transformation. <input checked="" type="checkbox"/> Inclusive digital connectivity. <input checked="" type="checkbox"/> Digital finance and payment systems. <input type="checkbox"/> E-commerce, market access, and trade enablement. <input type="checkbox"/> Digital for the planet.
The drivers for digital transformation that this JP enables.	<input checked="" type="checkbox"/> Digital public goods <input checked="" type="checkbox"/> Digital inclusion in underserved areas. <input checked="" type="checkbox"/> Digital capacity-building and digital skills. <input checked="" type="checkbox"/> Digital human rights

JOINT PROGRAM DESCRIPTION

Situation analysis

Justice is the prerequisite of development through the instauration of the rule of law. One decade after Côte d'Ivoire's post electoral crisis, the Government is committed to expand hardly won progress in the administration of justice through innovative digital means capable to multiply impact for populations. The Ministry of Justice and Human Rights (MJDH) asked the Bureau National d'Etudes Techniques (BNETD) to carry out a diagnostic of the Justice information system. Findings presented in September 2023 show that the digitalization is still in its infancy. Despite few isolated attempts of digitization, case management and information processing are still carried out manually. The lack of dematerialization prevents the collection of reliable data and the interconnection between MJDH departments, courts, law enforcement institutions and prisons. Consequently, the administration of justice remains inefficient and slow. Prisons house 26,926 inmates. 33% are awaiting trial. Moreover, preventive detention often exceeds actual sentence and occupancy rate reach 340%. Child protection services report annually 1,800 children into contact with the law. However, the lack of disaggregated and credible data does not show the hidden part of the iceberg and prevents implementation of special policies protecting children, women and all left behinds. The absence of digitalization also restricts public access to justice services. However, Côte d'Ivoire enjoys a strong legal framework to simplify access to justice and legal services. Laws 2013-546 regulates electronic transactions, e-contracts, signature, cryptology, and archiving. Law 2017-500 organizes e-Services to simplify administrative formalities and define the reference of public information systems. Articles 40 and 41 of the Civil Code allow court files to be managed electronically. The legal framework is therefore fully in place for dematerialized administration of justice and BNETD strongly recommended investment in an integrated e-Justice system. After consultation with justice stakeholders, the Government endorsed this recommendation. To build on this momentum, MJDH asked UNDP, UNICEF, UNODC and UNCTAD, to assist in building an integrated e-Justice system, with focus on children protection and countering transnational organized crime (TOC), illegal trade and drug trafficking, and violent extremism through the 3 key following axes:

- Digital Readiness, Vision and e-Justice Master Plan to multiply efficiency of the administration of justice through improved government services systems transformation, inclusive digital connectivity, improved digital finance and payment systems to formalize trade operations improve the rule of law, transparency, peace, security and human rights.
- E-Justice pilots to multiply by two access to justice for children, victims of TOC/terrorism and the most vulnerable,
- Knowledge, partnerships, sustainable finance to scale up e-Justice in Côte d'Ivoire through modular approach for continuous development.

Digital transformation of criminal justice governance will enable catalytic progress towards SDGs. Digitization of the criminal justice system including enhanced access to Justice, efficient court processes, transparency and accountability, simplification of procedures, data exchanges with other systems such as Customs. This will constitute the building block to scale-up e-Justice to civil, social, commercial matters and foster e-governance of public administration and development in Côte d'Ivoire.

The current seed funding Joint Programme focuses on national ownership, planning and preparedness to ensure that E-Justice for SDGs is a success.

Programme Strategy and theory of change

The program is embedded in the Government's orientations set out in the National Development Plan 2021-2025, specifically on Pillar 6 "Strengthening governance, modernizing the State and cultural transformation". The program contributes to the Sector Policy of the Ministry of Justice and Human Rights 2021-2025 aiming to strengthen the accessibility of citizens to the judicial system, the transparency, credibility and regulation of judicial institutions, and the modernization of the penitentiary system to make quality justice services available to the population. The program is also aligned with the national digital strategy 2020-2025 which aims to make digital transformation a trigger for economic growth by implementing a roadmap based on the zero-paper objective of vision Côte d'Ivoire 2030. E-Justice will also contribute to achieving result 8 of the UN cooperation framework on inclusive, accountable, effective governance systems with people living in an environment where the rule of law, Labour rights, gender equality, peace and security are respected and effective. E-Justice aims to promote the rule of law and ensure equal access to justice for all (SDG target 16.3), reduce all forms of violence, abuse, exploitation, trafficking and torture, notably against children, women and all left behinds (SDG targets 16.1; 16.2 and 5.2). E-Justice will also contribute to quality, reliable and sustainable justice to support economic development and human well-being (SDG target 9.1). E-justice will facilitate a shift across policy and regulatory frameworks and build digital capacity at scale by training all justice professionals and actors to the E-Justice system.

The joint programme has three outputs that will build necessary foundations and enable national authorities to move successfully to E-Justice 4 SDGs and contribute to efficient and accessible justice for all, with a special focus on children protection, victims of transnational organized crime and violent extremism:

1. **Gap analysis and Digital Readiness Assessment** of the legal, policy and administrative framework on e-Justice in Cote d'Ivoire is available through a participatory, inclusive, gender and human rights-based approach
2. National e-Justice **Roadmap** is appropriated, costed and funded by all stakeholders
3. **Key middle management is empowered** for change management and digital transformation

In this prospect, as part of the drive to modernize the justice system, with a view to improving the quality of service for the benefit of communities and making the services on offer more accessible,

If transformation priorities and needs of justice professionals and users of the public justice service, access to justice by women and marginalized groups, difficulties and challenges that prevent women and marginalized groups to accessing justice such as languages; social norms, lack of education, digital inequality, including data protection needs, are precisely and practically identified through an inclusive and participative process gathering all justice sector stakeholders and concerned parties, including marginalized groups and women's organization, in the framework of discussions taking in account the national context, the issues and challenges involved in modernizing the judicial system (**Gap analysis**);

If a comprehensive digital readiness assessment of the justice sector and judicial case management is conducted in partnership with relevant national authorities with a particular focus on procedural deadlines, access to legal documentation, court referrals, access to legal documents, access to justice by marginalized groups and women, digital inequalities (**Digital Readiness Assessment**);

If a detailed and costed roadmap for E-justice transformation supported by a medium and long-term funding plan, with focus on gender equality and access to justice for all left behinds, is inclusively and anticipatively co-created, endorsed, integrated in national strategies and appropriated by all justice sector stakeholders and concerned parties (**E-Justice Roadmap**);

If key middle management in the justice sector, including women and marginalized groups, is trained as tech leaders, digital transformation and change management champions to create urgency, form a powerful coalition, create a vision for change, communicate the vision, remove obstacles, create short-term wins, build on the change and anchor the changes in corporate culture (**Key middle management is empowered**);

THEN the republic of Côte d'Ivoire will be ready to undergo transformational change to E-Justice for SDGs, to modernize its Justice and improve its access to the population.

List of marginalized and vulnerable groups ¹	Dedicated Output
Women and girls	Outputs 1 & 2
Children	Outputs 1 & 2
Youth	N/A
Persons with disabilities	N/A
Older persons	N/A
Indigenous peoples	N/A
Refugees & asylum seekers	N/A
Internally displaced persons	N/A
Other groups: (please specify which)	Specify which Output
Other groups: (please specify which)	Specify which Output
Other groups: (please specify which)	Specify which Output

The joint programme will contribute to the following 5 UN human rights mechanisms:

- 1) *Universal Periodic Review (UPR): The digitalization of the justice systems will enhance the access to justice which is an important UPR recommendations. People will be able to navigate the justice system through the provision of online platforms for legal services, document submissions, and case tracking, particularly women and marginalized communities.*
- 2) *Treaty Bodies (e.g., Committee on the Rights of Persons with Disabilities): The digitalization of the justice system can enhance the rights of persons with disabilities by ensuring that online court proceedings, legal documents, and communication channels are accessible and inclusive. This aligns with the Committee's recommendations on accessibility and reasonable accommodation in legal processes.*
- 3) *Special Procedures (e.g., Special Rapporteur on the Independence of Judges and Lawyers): Initiating a program for digitalizing the justice system contributes to the independence of judges and lawyers. Secured digital platforms will have a positive impact on case management. Such platforms will reduce the need to manipulate judicial procedures, which is in line with the Special Rapporteur's call to safeguard judicial autonomy.*

¹ The other marginalized and vulnerable groups include, amongst other, minorities (incl. Ethnic, religious, linguistic...), people of African Descent, persons deprived of their liberty, peasants and rural workers, human rights defenders (incl. NGOs, journalists, union leaders, whistleblowers...), migrants, stateless persons, LGBTIQ+ persons (sexual orientation and gender identity), persons living with (HIV/AIDS, leprosy...), persons with albinism, victims or relatives of victims of enforced disappearances, victims of (slavery, torture, trafficking, sexual exploitation and abuse...). List as per the standard 20 LNOB groups according to the Implementation Guide for the Output Indicator Framework for measuring the United Nations contribution towards the Sustainable Development Goals: https://1102656428-files.gitbook.io/~files/v0/b/gitbook-x-prod.appspot.com/o/spaces%2F-MbDdHe_y0zwBb9YTe4W%2Fuploads%2F4114YgYQuQo7qKb5ycyL%2FG%20-%20221031-%20Implementation%20Guide.pdf?alt=media&token=e54c735a-c0a6-4984-8025-2f8b777d1d89.

- 4) *Universal Human Rights Index (UHRI): Digitizing the judicial system will help to reinforce UHRI's recommendations on strengthening the rule of law and accountability mechanisms. This can be achieved by promoting the transparency of legal processes through the online publication of court decisions, statutes, and procedural guidelines, strengthening public confidence in the equity of the judicial system.*
- 5) *Committee on Economic, social and Cultural Rights: Implementing the digitization of the justice system will address apprehensions about access to justice for the economically disadvantaged. By offering free or low-cost online legal aid services and rationalizing participation in legal proceedings, barriers such as transport costs and time constraints can be lifted, ensuring fair access to justice for all.*

Sustainability and Exit Strategy

This seed funding joint programme precisely focuses on national preparedness and ownership to ensure sustainability and exit strategy. The purpose is to support a deep change management process for transformational change. Digital transformation is not an external process. A number of past experiences showed that new digital solution or software hastily imposed from external sources may not have impact or may simply not be used at all by relevant stakeholders. The key objective is therefore to facilitate national ownership of the entire formulation, planning process and preparedness of E-Justice for SDGs. All six key activities proposed aim to help building national ownership, which is the sole assurance for sustainability and exit strategy:

1. Focus groups to identify needs regrouping all stakeholders: magistrates, clerks and administrative justice personnel, attorneys, university and bar/magistrates schools, police, gendarmerie, data protection experts, civil society, partners, citizens...
2. Inclusive assessment with national entities
3. Roadmap co-creation with various line ministries, entities and all stakeholders
4. Roadmap and return on investment costed to show to all that it may involve huge savings in addition to efficiency gains
5. Investment on middle management to drive change management from within
6. Long term funding plan and proposal to ensure sustainability, with national resources.

Institutional sustainability: integration of joint program results into national policies and strategies. Advocacy efforts aimed at policy integration and institutionalization are essential to maintain impact. Strengthening partnerships with government agencies.

Community Sustainability: the joint joint programme will make sure activities are implemented in a participative and inclusive manner community resilience through empowerment initiatives. We will organize focus group sessions, to provide local people with skills, knowledge and leadership capabilities necessary for active participation. This approach not only prepares community members for meaningful engagement, but also inculcates a sense of ownership and investment in initiatives. Through inclusive and participatory decision-making processes, we empower communities to shape their own development. By encouraging the mobilization of local resources, we promote a culture of self-reliance and solidarity, laying the foundations for sustainable growth.

Financial Sustainability: As the joint programme progresses, we strive to achieve financial viability with core government support. Diversification of funding sources beyond the initial seed phase is essential to reduce dependence on external support. Also, collaboration with the private sector through public-private partnerships (PPPs) offers opportunities for sustainable funding and leveraging additional expertise.

Roles and Responsibilities of Stakeholders: Each stakeholder contributes to the sustainability of the joint program. Government agencies provide political support, regulatory frameworks and financial resources. It is important to note that the government should take responsibility for the long-term financial sustainability of the justice system. NGOs offer technical assistance, capacity-building support and awareness-raising efforts. Donors support sustainability efforts through seed funding and collaboration. Also, local communities must lead sustainability efforts through active participation, resource mobilization and ownership of initiatives.

Steering and management arrangements

The Resident Coordinator Office will ensure the overall coordination and reporting of the joint programme, in strong partnership with the national counterpart, specifically the Ministry of Justice and Human Rights, and the three involved UN agencies. UNDP will ensure the lead in implementing the joint programme. The Resident Coordinator will be required to monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information when requested. Additional insights (such as policy papers, value for money analysis, case studies, infographics, blogs) might need to be provided, per request of the Joint SDG Fund Secretariat. PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the reporting.

A Joint programme Steering Committee will be established to provide guidance and oversight to the planning and implementation of the joint programme. The Board will be co-chaired by the Minister of Justice and Human Rights and the Resident Coordinator, and will comprise other relevant ministries, UNDP, UNICEF, UNODC and UNCTAD. Other UN agencies and stakeholders will be invited on an ad-hoc basis depending on the needs.

Regular oversight will be ensured by the Technical Committee. It will be co-chaired by the Chief of Staff of the Ministry of Justice and Human Rights and UNDP, and will comprise other relevant ministries, UNICEF, UNODC, UNCTAD and all technical parties involved in the program implementation. It will convene at least quarterly.

The Joint programme Management Unit (PMU) will include personnel from UNDP, UNICEF UNODC and UNCTAD to ensure integrated joint implementation and not parallel implementation. PMU will be embedded within MJDH for increased national ownership and efficiency, Nevertheless, each PUNO will bring additional expertise and value added as necessary.

Finally, other UN agencies may contribute on an ad hoc basis, depending on their comparative advantage.

Monitoring, accountability, financial management, and public disclosure (standard text, do not change)

Reporting on the Joint SDG Fund will be focused on concrete results and grounded in evidence. The RCO focal point and lead PUNO is responsible for coordinating and drafting report (using the Fund Secretariat template/guidance), which is submitted to the Joint SDG Fund Secretariat through the RC by January 31st of the following year. Additionally, a final narrative report must be prepared and submitted to the Joint SDG Fund Secretariat through the RC no later than two (2) months after the operational closure of the Joint Programme activities.

The JP Steering Committee, co-chaired by the RC, is mandated to oversee and monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information upon requested. Additionally, the Joint SDG Fund Secretariat may request additional insights, such as policy papers, value-for-money analysis, case studies, infographics, or blogs/articles, as needed.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding/financing) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the report.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the joint programme activities.

The JP will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent. The programmatic UN entity of the Facility shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Joint programme in accordance with its own regulations, rules, directives and procedures. The entity shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

A minimum of 5% of the JP budget is allocated for monitoring, reporting, evaluation, audit and communications. Indirect costs of the Participating Organizations recovered through joint programme support costs will be 7%, with exception of WFP and UNHCR which should be 6,5%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs. Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund. PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

Annex 1: Integrated results framework and workplan

JP Outputs

Output 1 : Gap analysis and Digital Readiness Assessment of the legal, policy and administrative framework on e-Justice in Cote d'Ivoire is available through a participatory approach			
Output indicator 1: Gap analysis report available	Baseline: 0	Target: 3	Means of verification: Meeting reports
Output indicator 2: Digital readiness assessment available	Baseline: 0 no	Target: 1 1 Yes	Means of verification: Consultant report Administrative records Gap analysis document
Output 2: National e-Justice roadmap appropriated by all stakeholders			
Output indicator 1: Costed Digital roadmap available	Baseline: 0	Target: 1	Means of verification: Digital review report
Output indicator 2: Cost/benefit analysis	Baseline: 0	Target: 1	Means of verification: Cost-Benefit document
Output indicator 3: Digital roadmap funding plan	Baseline: 0	Target: 1	Means of verification: Roadmap document
Output 3 Key middle management is empowered for change management and digital transformation			
Output indicator 1: 30 national stakeholders trained as Tech Leaders	Baseline: 0	Target: 30	Means of verification: Meeting report

JP contribution to Joint SDG Fund global indicators

Engine room 1. Shifting policy/regulatory frameworks			
Number of new or enhanced the integrated policy solutions and regulatory changes formulated to accelerate SDGs with Joint SDG Fund support.	Baseline: 0	Target: 1	MOV: Reports
Number of targeted countries where the integrated policy solutions and regulatory changes are implemented to promote equal access to and use of services, goods and resources by women and girls with Joint SDG Fund support.	Baseline:0	Target:1	MOV: Reports and signed partnership documents

Number of individuals benefiting from the integrated policy solutions and regulatory changes implemented with Joint SDG Fund support, disaggregated by population segments (e.g. sex, age, persons with disabilities, etc.) with a focus on Leaving No One Behind.	Baseline:0	Target:70% of the Ivorian population	MOV: periodic reports
Engine room 2. Capacity building at scale			
Number of governmental (both at central and sub-central levels) and non-governmental organizations with enhanced capacity to design, implement and finance integrated policies, regulations and innovative solutions for SDG acceleration, with Joint SDG Fund support.	Baseline:0	Target: 30 justice professionals	MOV: Reports
Number of tools, procedures and mechanisms (e.g. SOPs, training module, incentive structures) developed or implemented, focused on building capacities for SDG acceleration with Joint SDG Fund support (disaggregated by central and local actors).	Baseline:0	Target: 1 capacity development roadmap as a key component of the E-Justice Roadmap	MOV: trainings reports and SOP available
Number of experts identified and deployed to support RCs/UNCTs on SDG acceleration with Joint SDG Fund support.	Baseline:0	Target: 5	MOV: deployment reports
Engine room 3. Developing market-ready pipeline of actions.			
Number of integrated multi-sectoral financing solutions or instruments created and launched with Joint SDG Fund support, disaggregated by theme/type.	Baseline:0	Target:0	MOV: Periodic reports
Number of actions, joint programmes, businesses or organizations identified for inclusion in market-ready pipeline with Joint SDG Fund support.	Baseline:0	Target:0	MOV: Reports
Ratio of actions, joint programmes, businesses or organizations securing funding and receiving investments, in relations to those identified with Joint SDG Fund support.	Baseline:0	Target: 0	MOV: Ratios reports
Engine room 4. Devising a financing mix (deal room)			
Amount in US\$ of financing leveraged for integrated multi-sectoral solutions, with support from the Joint SDG Fund	Baseline:0	Target: 0	MOV: financial agreement

(disaggregation by type of investors – e.g. Gov, private, PPP, DFIs/IFIs).			
Ratio of financing leveraged for integrated multi-sectoral solutions against the committed funds provided by the Joint SDG Fund.	Baseline:0	Target: 0	MOV: Reports
Number of investors providing direct financing to integrated multi-sectoral solutions developed, with support from the Joint SDG Fund (disaggregation by type of investors – e.g. Gov, private, PPP, DFIs/IFIs).	Baseline:0	Target:0	MOV: Reports

Joint Programme Workplan

Output	Geographic focus	Start	End	PUNO	SDG Target	Human Rights Marker	Gender Marker	QCPR function	Available Budget (US\$)
Output 1. Gap analysis and Digital Readiness Assessment of the legal, policy and administrative framework on e-Justice in Cote d'Ivoire is available through a participatory approach. Activity 1.1. Organisation of strategic reflections / focus group discussions on three thematic areas 1) e-Justice for children ; 2) fight against TOC, Terrorism and Money laundering, customs and ; 3) the administrative justice procedures Activity 1.2 Digital readiness assessment in	National	May 2024	May 2024	UNICEF UNDP UNODC and UNCTAD	16.1, 16.2, 16.3, 5.2, 9.1	2	2	2	65 000
									45 000
									20 000

partnership with National Studies Office (BNETD) for capacity transfer									
Output 2. National e-Justice roadmap appropriated, costed and funded by all stakeholders. Activity 2.1 Co-creation workshop of the roadmap for E-Justice (UNDP) Activity 2.2 Costing of E-Justice roadmap and cost-benefits analysis (UNICEF) Activity 2.3 Funding plan and E-Justice joint programme document (UNDP)	National	April 2024	April 2024	UNDP UNICEF UNODC UNCTAD	16.1, 16.2, 16.3, 5.2, 9.1	2	2	2	100 000
									20 000
									40 000
Output 3: Key middle management is empowered for change management and digital transformation. Activity 3.1 Identification and training of a cohort of 30 Tech Leaders for digital change (UNDP) Activity 3.2 Direct and indirect costs	National	Aug 2024	Aug 2024	UNDP UNICEF UNODC UNCTAD	16.1, 16.2, 16.3, 5.2, 9.1	2	2	2	85 000
									60 000
									25 000

Annex 2: Risk Matrix

Risks	Categories	Risk Level: (Likelihood x Impact, as per instructions)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigation measures	Risk owner
Resistance to change could hinder the rapid deployment and adoption of the e-justice system.	Political	Medium	3	3	Engagement with key stakeholders, including government officials and legal authorities, is essential to secure buy-in and navigate political challenges.	
Limited capacity in digital literacy within government institutions and the legal sector to effectively use and manage the e-justice system may slow down its adoption.	Leadership & management	Medium	3	3	Develop tailored capacity-building programs and training initiatives to empower legal professionals, judges, and court personnel with the necessary skills to use the system effectively. Engage local universities and legal institutions to support knowledge transfer.	
Sustaining the e-justice system beyond the joint programme timeline can be	Financial Sustainability	Medium	3	3	Develop a financial sustainability plan that includes government budget allocations, user fees, and potential contributions from	

challenging due to resource constraints.					international partners. Explore public-private partnerships to support ongoing maintenance and updates. Train the relevant government staff on budgeting and lobbying for its budget.	
Stakeholder resistance to transitioning from traditional legal processes to digital systems may impede the adoption of e-justice.	Capacity development of national partners	Medium	3	3	Implement a comprehensive change management strategy that includes user engagement, and a phased transition plan to gradually introduce the digital system. Emphasize the benefits of efficiency, transparency, and accessibility.	
Leadership changes within government or key joint programme stakeholders may disrupt joint programme continuity.	Political	Low	2	2	Establish strong joint programme governance structures with clear roles and responsibilities. Document joint programme processes and knowledge sharing to minimize the impact of leadership changes	

Likelihood	Occurrence	Frequency	Consequence	Result
Very Likely	The event is expected to occur in most circumstances	Twice a month or more frequently	Extreme	An event leading to massive or irreparable damage or disruption
Likely	The event will probably occur in most circumstances	Once every two months or more frequently	Major	An event leading to critical damage or disruption
Possibly	The event might occur at some time	Once a year or more frequently	Moderate	An event leading to serious damage or disruption
Unlikely	The event could occur at some time	Once every three years or more frequently	Minor	An event leading to some degree of damage or disruption
Rare	The event may occur in exceptional circumstances	Once every seven years or more frequently	Insignificant	An event leading to limited damage or disruption

Likelihood	Consequences					Level of risk	Result
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)		
Very likely (5)	Medium (5)	High (10)	High (15)	Very High (20)	Very High (25)	High	Immediate action required by senior/ executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Likely (4)	Medium (4)	Medium (8)	High (12)	High (16)	Very High (20)		
Possible (3)	Low (3)	Medium (6)	High (9)	High (12)	High (15)	Medium	Senior Management attention required. Mitigation activities/ treatment options are undertaken to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)		
Rare (1)	Low (1)	Low (3)	Medium (3)	Medium (4)	High (5)	Low	Management attention required. Specified ownership of risk. Mitigation activities/treatment options are recommended to reduce likelihood and/or consequence. Implementation of monitoring strategy by risk owner is recommended.

Risk Categories (for reference)

1.Social and Environmental	2. Financial	3.Operational	4.Organizational	5. Political	2.Regulatory	7. Strategic	8. Safety and Security
1.1. Human rights 1.2. Gender 1.3. Biodiversity and use of natural resources 1.4. Climate change and disaster 1.5. Community health and safety 1.6. Labour conditions/standards 1.7. Cultural heritage 1.8. Rights of Indigenous Peoples 1.9. Displacement and resettlement 1.10. Pollution and resource efficiency 1.11. Stakeholder engagement 1.12. Sexual exploitation and abuse	2.1. Cost recovery 2.2. Value for money 2.3. Corruption and fraud 2.4. Fluctuation in credit rate, market, currency 2.5. Delivery	3.1. Alignment with national priorities 3.2. Responsiveness to lessons learned and evaluations 3.3. Leadership & management 3.4. Flexibility and opportunity management 3.5. Synergy potential (linking with other initiatives as relevant) 3.6. Reporting and communication 3.7. Partnership 3.8. Capacity development of national partners 3.9. Engagement of national partners in decision-making 3.10. Transition and exit strategy	4.1. Governance 4.2. Monitoring 4.3. Independence and quality of evaluation 4.4. Knowledge management 4.5. Grievances of private sector partners 4.6. Due diligence 4.7. Human Resources 4.8. Budget availability and cash flow 4.9. Internal control 4.10. Procurement 4.11. Innovating, piloting, experimenting,	5.1. Government commitment 5.2. Political will 5.3. Political instability 5.4. Change/turnover in government	6.1. Changes in the regulatory framework within the country of operation 6.2. Changes in the international regulatory framework affecting the whole organization 6.3. Deviation from UN internal rules and regulations	7.1. Theory of change 7.2. Alignment with UN Strategic priorities 7.3. Capacities of the partners 7.4. Roles and responsibilities among partners 7.5. Code of conduct and ethics 7.6. Public opinion and media 7.7. Synergy with UN / Delivery as One	8.1. Armed Conflict 8.2. Terrorism 8.3. Crime 8.4. Civil Unrest 8.5. Natural Hazards 8.6. Manmade Hazards

Annex 3: Localization, Gender Equality and Human Rights markers

SDG Localisation Marker Score

Dimensions	Criteria or eligibility	Responses	Explanation
Programme Design	<ul style="list-style-type: none"> Does the programme or initiative explicitly include results and/or expected outcomes directly related to advancing SDG localization? 	Yes	The program objective is to ensure efficient access to justice for all and directly contributes to SDG localization, since it harmonize administration of justice between all courts and tribunals, in the capital city and the provinces, and facilitate access from remote areas across the entire country. The inclusive and participative formulation approach will also ensure that justice beneficiaries and justice professionals from local, regional or central level are involved through a co-creation process. E-Justice is a fantastic tool to break silos and geographical barriers for universal access to justice, which in turns contributes to advance SDGs at all levels.
	<ul style="list-style-type: none"> Is at least 70% or more of the programmatic budget allocated specifically to activities that enhance advocacy, actions or monitoring related to SDG localization? 	No	N/A
	<ul style="list-style-type: none"> Were subnational and/or local actors^{[1]2} actively engaged and consulted as a primary stakeholder group during the programme design phase? 	No	The seed funding Joint Programme actually corresponds to the design phase of E-Justice 4 SDGs. During this design phase, subnational and local actors will be actively engaged and consulted as a key stakeholder group.

² ^[1] The term ‘subnational and local actors’ mainly refers to local and subnational governments, local NGOs, community-based organizations, and other civil society organisations, including organizations led by forcibly displaced or stateless persons, women, youth, persons with disabilities, LGBTIQ+ persons, host communities and all ethnic or racialized groups and communities, faith-based organisations as well as local service providers such as organizations involved in the local education and health systems.

Advocacy	<ul style="list-style-type: none"> Has the programme or initiative planned to develop new knowledge material, research, publication or relevant resources related to SDG localization, specifically building on local experience? 	No	N/A
	<ul style="list-style-type: none"> Has the programme or initiative planned to develop specific events, campaigns or communication activities on SDG localization, especially targeted at subnational or local actors? 	Yes	Several awareness meetings and/or workshops will be organized to promote national and local ownership of the process.
Actions	<ul style="list-style-type: none"> Does the joint programme or initiative incorporate mechanisms, spaces or activities designed to bolster coherent policies, regulations, programmes, services or capacities directed to subnational or local actors, facilitating their meaningful contributions to the SDGs and addressing the principles of leaving no one behind? 	Yes	Joint programme activities will introduce or enhance existing mechanisms and procedures to ensure fair and unbiased access to justice for all populations. These efforts will occur at both national and local levels, aiming to promote inclusivity and equality in legal systems.
	<ul style="list-style-type: none"> Does the joint programme or initiative have an inclusive and participatory stakeholder approach, involving civil society, intergovernmental bodies, the private sector, academia, citizens and/or others to jointly implement transformative initiatives toward localizing the SDGs? This could include mobilizing and sharing knowledge, expertise, technologies and financial resources to support the achievement of the SDGs at the local level? 	Yes	The joint program specifically prioritizes the engagement of all stakeholders, notably at regional and local level, to facilitate access to justice for all.
	<ul style="list-style-type: none"> Does the joint programme or initiative include a multi-level governance approach to address the interconnected SDG challenges? A multi-level governance approach involves collaboration between different levels of government, as well as with international organizations, and local communities. This approach recognizes that effective action requires coordinated efforts at various scales, from local and regional to national and global? 	Yes	The program recognizes that addressing justice issues requires coordination between different levels of governance. The commitment of local, regional and national governments, as well as international organizations, fosters collaboration to achieve the objective of the Joint Programme. This multi-level governance approach emphasizes coordinated action at all scales for sustainable development.

	<ul style="list-style-type: none"> Does the joint programme or initiative feature mechanisms or activities aimed at improving the transparent and accountable financing of SDG localization? This may include the development of decentralized financing policies, the creation of market-ready pipeline of local actions, expansion of local fiscal space, resource mobilization by local or regional governments, or enhancement of open local or regional government budgets? 	Yes	The Joint Program includes the formulation of a resource mobilization and funding plan to ensure sustainability of E-Justice 4 SDGs at local, regional and central levels.
Monitoring & Sustainability	<ul style="list-style-type: none"> Does the joint programme or initiatives include dedicated results, supported by a monitoring and accountability framework, to systematically collect and report on contributions to SDG localization, both at the outcome and output levels? 	No	N/A
	<ul style="list-style-type: none"> Does the joint programme or initiative include a dedicated plan to ensure the sustainability and replication/expansion of the SDG actions in additional localities, developed in collaboration with local stakeholders, especially local/regional government and local civil society organizations? 	No	N/A
Criteria for Scoring <ul style="list-style-type: none"> Marker 3: Between 9 and 11 criteria marked as Yes. Marker 2: Between 4 and 8 criteria marked as Yes. Marker 1: Between 1 and 3 criteria marked as Yes. Marker 0: None of the criteria marked as Yes. 		Total # of "Yes": 10	

Gender Equality Marker

Joint Programme Outputs	GEM Score	Justification
Output 1 Gap analysis and Digital Readiness Assessment of the legal, policy and administrative framework on e-Justice in Cote d'Ivoire is	2	The gap analysis evaluates e-Justice frameworks in Cote d'Ivoire, focusing on gender disparities and barriers to women's access to justice. It examines how gender norms affect women's participation and experiences in the legal system. By identifying gaps, the analysis lays the groundwork for targeted interventions to promote gender equality and women's empowerment. Focus groups will ensure the participation of diverse women and feminist organizations, women's law organizations in the gap analysis so it is an inclusive process. Difficulties and challenges that prevent women from participating in these processes (languages,

available through a participatory approach		lack of education, social norms, digital literacy) will be assessed. The gap analysis will ensure that voices of diverse women and men are heard. The gap analysis, which focuses on gender inequalities in the access to justice, will be complemented with a gap analysis of gender inequalities in the access to the digital world since they are closely connected in the JP.
Output 2 National e-Justice roadmap appropriated, costed and funded by all stakeholders	2	Developing an integrated national e-Justice roadmap ensures gender considerations are integrated into planning and implementation. It helps identify and address gender disparities within the e-Justice system, including access to services and representation. The roadmap may include strategies for promoting gender equality and women's empowerment, contributing to gender marker 2 by advancing women's rights in the justice sector. Specific budget will be allocated to bring gender expertise and mainstream gender equality in E-Justice.
Output 3: Key middle management is empowered for change management and digital transformation	2	The validation and adoption of a national e-Justice roadmap by the Ministry of Justice and other stakeholders ensure gender considerations are integrated into governance. Incorporating gender perspectives helps identify and address disparities within the e-Justice system, ensuring equal access and representation for women. Adoption signals a commitment to promoting gender equality, contributing to advancing women's rights in the justice system. The training will include gender-sensitive content, format and schedule to ensure it is accessible to diverse men and women. In addition, the participation of women and women's representatives will be promoted. The identification of gender inequalities in the access to justice will be followed by specific measures to address them.

Human Rights Marker

Please copy the output as per in the workplan and add the Human Rights marker score and justify the scoring. Please refer to the UNSDG guidance here:

<https://help.uninfo.org/un-info/results-framework/results-framework-structure/suboutput-level/guidance-on-applying-tags-and-markers/guidance-on-applying-the-gender-equality-human-rights-and-sustaining-peace-markers>

Joint Programme Outputs	HRM Score	Justification
Output 1 Gap analysis and Digital Readiness Assessment of the legal, policy and administrative framework on e-Justice in Cote d'Ivoire is available through a participatory approach	2	The gap analysis of e-Justice frameworks in Cote d'Ivoire will focus on using established frameworks and findings to ensure project uphold human rights. The analysis will focus on international human rights law, including key treaties like the Universal Declaration of Human Rights (UDHR) or specific ones addressing areas like child rights or torture. Projects should be designed with these frameworks in mind. The analysis will draw on the recommendations of the Office of the United Nations High Commissioner for Human Rights as well as those of the Universal Periodic Review to inform project activities to ensure that the envisaged digital transformation of the justice sector sufficiently integrates human rights concerns. In the project design, a community mapping will be realized to identify and appreciate of communities potentially impacted by the project. The objective is to involve marginalized communities in co-designing the project and in development of the indicators. This empowers them to identify their needs and priorities and fosters a sense of ownership.

Output 2 National e-Justice roadmap appropriated, costed and funded by all stakeholders	<p style="text-align: center;">2</p>	<p>Developing an integrated national e-Justice roadmap ensures human rights considerations guide planning and implementation. Incorporating human rights principles helps identify and rectify violations or gaps in the e-Justice system, ensuring access to justice and data privacy. Additionally, the roadmap may include strategies to promote human rights awareness and accountability. This roadmap will be co-created with marginalized communities to ensure that their specific needs are considered.</p>
Output 3: Key middle management is empowered for change management and digital transformation	<p style="text-align: center;">2</p>	<p>Key and diversified middle management will be empowered to own and spearhead the change management process to E-Justice, which in turn, will enhance dramatically human rights protection by the justice system. This middle management will be carefully selected inclusively to empower all categories of people. Key and diversified middle management will be empowered to own and spearhead the change management process to E-Justice, which in turn, will enhance dramatically human rights protection by the justice system. This middle management will be carefully selected inclusively to empower all categories of people. The criteria for selecting the middle management will focus on his capacities to grasp the human rights rationale behind the change, to communicate the change and its human rights benefits in a way that resonates with the people, to navigate resistance, address concerns, and create a supportive environment. Middle managers should be equipped to identify potential human rights risks associated with the change, such as job displacement or privacy concerns. Encourage middle managers to become human rights champions. This involves fostering a culture of respect for human rights and ensuring employees feel empowered to raise concerns if they see potential violations. The middle management should be able to identify potential human rights risks associated with the change so that it can then develop mitigation strategies to address these risks. This might involve reskilling programs, transparent data handling practices, or accessibility considerations for new technologies.</p>

Sustaining Peace Marker *(optional- please only fill out if you added the marker to the workplan above)*

Please copy the output/outcomes as per in the workplan and add the Sustaining Peace marker score justify the scoring. Please refer to the UNSDG guidance here: Please refer to the UNSDG guidance here: <https://help.uninfo.org/un-info/results-framework/results-framework-structure/suboutput-level/guidance-on-applying-tags-and-markers/guidance-on-applying-the-gender-equality-human-rights-and-sustaining-peace-markers>

Joint Programme Outputs	SPM Score	Justification

Annex 4: Budget per UNDSG Categories

Budget per UNDG Categories										
UNSDG BUDGET CATEGORIES	PUNO 1 UNDP		PUNO 2 UNICEF		PUNO 3 UNODC		Technical partner UNCTAD		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	0	30 000	0	0	0	0	0	0		30 000
2. Supplies, Commodities, Materials	5 000		0		0		0		5 000	
3. Equipment, Vehicles, and Furniture (including Depreciation)	0		0		0		0			
4. Contractual services	95 000		85 000		0		180 000			
5. Travel	38 644,86		0		0		38 644,86			
6. Transfers and Grants to Counterparts	0		0		0		0			
7. General Operating and other Direct Costs	5 000		5 000		0		10 000			
Total Direct Costs	143 644,86		90 000		0		0		233 644,86	
8. Indirect Support Costs (7% of total direct costs – except for WFP and UNHCR which should apply 6.5% of total direct costs)	10 055,14	6 300	0	0	16 355,14					
TOTAL Costs	153 700	30 000	96 300	0	0	0	0	0	250 000	30 000