UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
The Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development, Phase IV

Project Title: The Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development, Phase IV

Project Number: Award 140956/Project 129875

Implementing Partner: UNDP

Start Date: 1 January 2022   **End Date:** 31 December 2025

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Brief Description
As the international community struggles to address the immediate and longer-term effects of challenges such as the COVID-19 pandemic, the climate crisis, protracted conflicts and increasing levels of political violence, the importance of strengthening the rule of law and respect for human rights and ensuring justice and security for all has never been more apparent. UNDP's commitment to promoting and strengthening the rule of law and the protection and promotion of human rights was crystalized in 2008 through the development of the first phase of the *Global Programme on Strengthening the Rule of Law in Conflict and Post-Conflict Settings.* During the initial three phases of the programme (2008–2011; 2012–2015; and 2016–2021), the breadth and depth of UNDP's contribution to fostering the rule of law, justice, security and human rights in crisis contexts expanded considerably, through programming, global knowledge and policy support. Phase III leaves a track record that includes delivery of tailored assistance to over 48 contexts affected by crisis, conflicts and fragility. Today, UNDP is seen as a global policy leader, a partner of choice and the main implementor of comprehensive, multidisciplinary and integrated rule of law, justice, security and human rights programmes in the UN System.
UNDP's renamed *Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development, Phase IV (2022–2025)* is global in scope and includes a specific focus on prevention, fragility and responding to crisis and conflict. It reaffirms UNDP's commitment to the Global Focal Point and to joining other UN System actors to increase rule of law, justice, security and respect for human rights. It postulates that through evidence-based, high-quality programming, complemented by coherent regional and global policy and agenda-setting, positive outcomes can be achieved in transforming rule of law, justice, security and human rights systems, services and institutions to be more inclusive, people-centred and better capacitated to respond to the justice, security and human rights needs of all people. By making these systems more trusted and accessible, justice and redress are expanded to more people, community security is increased, human rights are better promoted and protected, and armed violence is reduced. Together, these factors are critical enablers for the achievement of SDG16 and the Agenda 2030 and for realizing the international commitment to ensure that no one is left behind.
The programme logic is expressed in two interconnected, mutually reinforcing programme outcomes and six related outputs, summarized as follows:
Programme Outcome 1: Inclusive, people-centred systems that provide quality justice and security services and uphold and protect human rights are trusted and accessible, especially in contexts affected by crisis, conflict or fragility.
Output 1: People experience greater equality and are more empowered to access justice and exercise their rights
Output 2: Duty-bearers and power-holders are more accountable and responsible for upholding rule of law and realizing human rights
Output 3: Justice and security systems, services and institutions are more people-centred and effective
Output 4: Communities experience greater safety, security and resilience through people-centred approaches
Programme Outcome 2: Regional and global policy on rule of law, justice, security and human rights is evidence-based, affirms a development perspective and informs high-quality programming.
Output 5: Rule of law and human rights programming is evidence and learning-informed
Output 6: Evidence-informed international policy enables stronger commitments to rule of law and human rights.

Contributing SP Outcome: 1 (primary) 2 (secondary) Contributing SP Output(s): 2.2, 2.3 (primary) Indicative Output(s) with gender marker[2]: The project is a GEN 2 project.		**Total resources required:**	US$125,749,635.84
		Total resources allocated:	Hard Pipeline: Netherlands—$30 million United States INL—$50 million Soft Pipeline: Government of Japan—$2.5 million Switzerland—$1.5 million Sweden—$6 million Norway—$1.7 million
		UNDP TRAC:	
		Donor:	
		Government:	
		In-kind:	
		Unfunded:	approx. $33 million

Agreed by:

UNDP
Asako Okai Asako Okai
Date: 26-Nov-2021

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I.   DEVELOPMENT CHALLENGE

1.1 Situation analysis

Phase IV of the Global Programme was designed during a time of global uncertainty, insecurity and disruption. Even before the COVID-19 pandemic, progress towards the Sustainable Development Goals (SDGs) was not occurring fast enough for these to be achieved by 2030 and had even stalled or was moving backwards in some areas.[1] As the international community struggles to address the immediate and longer-term effects of challenges such as the COVID-19 pandemic, the climate crisis, protracted conflicts and increasing levels of political violence, the importance of strengthening the rule of law and respect for human rights and ensuring justice and security for all has never been more apparent. Yet the overall performance of rule of law globally is in decline, particularly in the areas of fundamental rights, constraints on government powers and absence of corruption—all key elements that undergird accountable governance, and relatedly, people's trust in their leaders.[2] As trust in government and the rule of law has declined, there has been an upward trend in global social mobilization, with protest numbers peaking in 2019. Increasingly, women and youth have been at the forefront of these movements, as people worldwide demand their rights, equality and inclusion and greater accountability of those holding power.[3]

The COVID-19 pandemic further tested the rule of law and human rights, yet government responses to the pandemic appear to have only exacerbated these downward trends. "Autocratization" (the inverse of democratization) deepened, and the fragility of several new or transitioning democracies was revealed.[4] According to V-Dem, for the first time since 2001, autocracies are now in the majority (92 countries) and 54% of the world's population live under autocratic regimes.[5] Over 60% of countries regressed on basic human rights in 2020 as a result of measures to tackle the pandemic.[6] A significant number of countries, including some established democracies, implemented emergency measures that limited rights in a way that did not meet legal standards, namely because they were disproportionate, illegal, indefinite or unnecessary. Without due regard for safeguards, there is a concern that these approaches will become the "new normal."[7]

Excessive police brutality, curtailing of press freedom and violations of privacy were just some examples of rights violations committed by governments during the pandemic. Some governments seized the opportunity to silence political opponents and critics, weaken key rule

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[1] United Nations, *The Sustainable Development Goals Report 2021*, https://unstats.un.org/sdgs/report/2021/The-Sustainable-Development-Goals-Report-2021.pdf.

[2] See https://worldjusticeproject.org/our-work/research-and-data/wjp-rule-law-index-2020. The Ibrahim Index of African Governance 2020 saw the average score for Overall Governance fall, triggered by worsening performance in three categories: Participation, Rights and Inclusion; Security and Rule of Law; and Human Development; see https://mo.ibrahim.foundation/iiag/downloads.

[3] CIVICUS Report 2021, https://civicus.org/state-of-civil-society-report-2021/.

[4] International IDEA, Taking Stock of Global Democratic Trends Before and During the COVID-19 Pandemic, GSoD in Focus Special Brief (9 December 2020), https://www.idea.int/publications/catalogue/global-democratic-trends-before-and-during-covid19?lang=en.

[5] Varieties of Democracy (V-Dem) Institute, Autocratization Surges—Resistance Grows—Democracy Report 2020, https://www.v-dem.net/media/filer_public/de/39/de39af54-0bc5-4421-89ae-fb20dcc53dba/democracy_report.pdf

[6] International IDEA, Taking Stock of Global Democratic Trends Before and During the COVID-19 Pandemic, GSoD in Focus Special Brief (9 December 2020), https://www.idea.int/publications/catalogue/global-democratic-trends-before-and-during-covid19?lang=en.

[7] High-Level Political Segment of 46th United Nations Human Rights Council, United Nations Development Programme (undp.org); OHCHR Annual Appeal 2021.

of law institutions such as the judiciary and/or undermine other accountability systems. The day-to-day functioning of legislative bodies and judiciaries was restricted by the pandemic, resulting in a weakening of important checks on the use of executive powers. Protests against government actions or inaction during the pandemic have been subject to brutal repression in many countries, particularly in Africa and the Americas.[8] Authorities punished those who criticized government actions on COVID-19, exposed violations in response to it or questioned the official narrative around it, particularly in Asia and the Middle East and North Africa.[9] Hundreds of human rights defenders were arrested, detained or killed in 2020 in a continuing and concerning upward trend of reprisals against human rights defenders globally.[10] In some countries, the public health crisis was conflated with national security concerns, enabling the rushed passing of national security legislation or the bolstering of surveillance capabilities, or threats to this effect.

The pandemic also brought into stark relief the pre-existing and deep-rooted inequalities and injustices that are pervasive in today's societies and are fuelling grievances and destabilizing communities. The groups hit hardest by the COVID-19 pandemic are the same groups that have long experienced systematic and systemic discrimination and the denial of political power. Women, for example, have been disproportionately affected by the pandemic across areas of formal and informal employment and unpaid care work, education, access to health services, migration and more. All types of violence against women and girls intensified, particularly domestic violence. Femicide rates have soared. Yet as women's justice needs continue to increase, their ability to access meaningful and fair justice services has only declined.[11] Globally, women have been at the frontlines of the COVID-19 response, as they represent 70% of health care workers, yet they have been systemically excluded from the decision-making processes regarding the pandemic response.[12] The climate crisis is only worsening these inequalities: like disasters caused by humans, environmental damage and natural disasters disproportionately affect marginalized populations, including indigenous and minority communities, the poor and women.[13] If left unaddressed, these inequalities can heighten grievances, destabilize societies and contribute to conflict and violence.

Within this complex context, several interrelated factors and trends are particularly relevant for informing Phase IV of the Global Programme.

Trust and the social contract

Trust in government and its institutions is in decline. In Africa in 2019, for example, levels of public perception and satisfaction with security and the rule of law and participation, rights and inclusion were at their lowest in a decade.[14] The COVID-19 pandemic has further eroded public trust, as policymakers struggled to respond to the many challenges it has brought.[15] Failure to provide justice and security for all, ensure the protection of human rights, and enable fairer distribution of wealth and resources has resulted in a decline of public trust, especially among youth.[16] There is an overwhelming agreement among Latin Americans that their countries are

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[8] CIVICUS Report, 12.

[9] Amnesty International World Report 2020–2021, 17.

[10] Front Line Defenders, Global Analysis, 2020, https://www.frontlinedefenders.org/sites/default/files/fld_global_analysis_2020.pdf; In 2020, the UN tracked 331 killings of human rights defenders (an 18% increase from 2019) in 32 countries, https://sdgs.un.org/goals/goal16.

[11] https://www.unwomen.org/en/news/in-focus/in-focus-gender-equality-in-covid-19-response/violence-against-women-during-covid-19.

[12] UNDP/UN Women, COVID-19 Global Gender Response Tracker.

[13] UNDP, Human Development Report 2021.

[14] Mo Ibrahim Foundation, Ibrahim Index of African Governance 2020.

[15] Edelman Trust Barometer 2021.

[16] World Bank Worldwide Governance Index; Global Barometer Surveys.

governed in the interests of a few powerful groups and not for the greater good of all.[17] In Africa, where the median age was 19.7 years in 2020, young people are increasingly disillusioned with their governments, believing that they do not care about citizens' immediate and future needs.[18] Across major economies, women trust government less than men.[19] At the same time, women's representation and participation in politics globally is substantially lower than men's, which appears to contribute to this distrust and the weakness of policy responses to gender inequality. The UNDP-UN Women's Global Policy Tracker, for example, shows the link between the low representation of women in National Committees and the low percentage of policies addressing key gender-equality issues, such as unpaid care work and gender-based violence.[20] The willingness and ability of governments to address people's justice and security needs, to protect their human rights and allow them to live with dignity and with opportunities for prosperity are essential to a strong social contract and the achievement of the Agenda 2030 vision.

Inequality, discrimination and exclusion

Inequality within political, civil, social and economic spheres and exclusion from these continue to drive fragility, disrupt social cohesion and exacerbate poverty. The factors contributing to vulnerability to exclusion, inequality and injustice are multidimensional and often intersectional (for example, gender, age, disability, geography, displacement and digital access). The pandemic has exacerbated inequalities that, when perceived to be unfair and unjust, can be powerful sources of social tension and violence. It has also further entrenched existing patterns of stigma and discrimination, including sexism, racism, xenophobia, Islamophobia, intolerance and hate speech. These tensions have taken many forms of expression—from global movements for social change (such as the Black Lives Matter and Me Too movements) to an increase in localized instances of mob violence against specific individuals or groups, such as minorities or health workers.[21] Existing inequalities have meant that women, marginalized communities, refugees, older people and health workers have been disproportionately jeopardized by the pandemic.[22] Gender inequality remains the "greatest single challenge to human rights around the world."[23] Women, girls, minorities and LGBTQI people continue to face chronic discrimination and violence that are perpetuated by systemic barriers to access to justice, discriminatory laws and entrenched social norms and power imbalances that are often passed on from one generation to another.

Human rights, human agency and participation

Disregard for human rights is widespread. Egregious and systematic human rights violations—including rampant impunity, rising hate speech, misogyny, exclusion, discrimination and unequal access to resources and opportunity—remain commonplace. People are being left behind, and the human rights agenda is being instrumentalized for political purposes.[24] In the past decade, overall, conditions for civil society have worsened. Only 13% of the world's

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[17] UNDP, *Regional Human Development Report 2021: Trapped: High Inequality and Low Growth in Latin America and the Caribbean*, Overview, 7.
[18] Camilla Rocca and Ines Schilttes, Africa's Youth: Action Needed to Support the Continent's Greatest Asset, Mo Ibrahim Foundation.
[19] Edelman Trust Barometer (2019), Women and Trust Report, https://www.edelman.com/sites/g/files/aatuss191/files/2019-05/2019_Edelman_Trust_Barometer_Women_and_Trust_Report.pdf.
[20] https://data.undp.org/gendertracker/.
[21] https://acleddata.com/2020/08/04/a-great-and-sudden-change-the-global-political-violence-landscape-before-and-after-the-covid-19-pandemic/.
[22] Justice for Women Amidst COVID-19; Amnesty International Report 2020/21.
[23] https://sdg.iisd.org/news/un-secretary-general-presents-10-priorities-for-2021/.
[24] UN Secretary-General (2020), *The Highest Aspiration: A Call for Action for Human Rights*, 1.

population live in countries with open civic space.[25] Increasing numbers of governments have adopted laws and practices that constrain civic space and curtail civic freedoms, including the freedom of expression and the freedom of association and assembly. Governments employ a range of digital and non-digital tactics to do this, including the increasing use of online attacks, internet shutdowns, censorship, surveillance and targeted persecution of online users, or the application of anti-terrorism laws, for example.[26]

Increasing intimidation and reprisals, including attacks against human rights defenders, national human rights institutions and other rights-based civil society actors reduces the ability of these individuals and groups to act as a check on misuse of power by the government. It also undermines their ability to articulate the needs and demands of the most vulnerable and excluded and to be able to engage policymakers in processes to address those needs. Women and youth are systematically excluded from patriarchal and gerontocratic political decision-making arrangements. Women remain underrepresented in political, justice and security institutions.[27] These exclusionary arrangements erode the willingness of people to trust and cooperate with the state, with detrimental effects on security, justice and the social contract. Women and youth, minorities and other marginalized groups are often grossly underrepresented in elite-dominated peacemaking and constitution-making processes, despite the recognized importance of inclusive processes as a means to address exclusion-related drivers of conflict and fragility and support peacebuilding.[28]

The justice gap

Access to justice is a core state function. Yet at any one time, there are 1.5 billion people who cannot resolve their criminal, civil or administrative justice problems.[29] The COVID-19 pandemic profoundly impacted the functioning of justice systems across the world. Prolonged judicial and administrative proceedings and increased case backlogs are just some of the COVID-19 legacies that justice systems will face for months to come, if not years. As the economic and social ramifications of the pandemic unfold, the number of "everyday justice" problems—employment disputes, debt-related issues, evictions, land disputes, family disputes and disputes between businesses and consumers—will continue to rise, and with them the demand for accessible, fair and effective justice services.[30] Unresolved justice problems affect economic growth, exacerbate inequality and can fuel violent conflict. They also negatively impact the health, income and productivity of individuals and communities.[31] Unresolved cases of gender-based violence can even result in death (femicide). Recent court cases are expanding recognition of those affected by environmental injustices to both future generations and the natural environment itself.[32] Legal empowerment initiatives are achieving

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[25] CIVICUS reports that 87% of the global population are now living in nations where civic space is deemed closed, repressed or obstructed.
[26] See CIVICUS, 11; https://www.usip.org/publications/2021/07/digital-technologys-evolving-role-politics-protest-and-repression.
[27] On average, women make up just 35% of staff within justice and public security institutions. UNDP-University of Pittsburgh (2021), Gender Equality in Public Administration, https://www.undp.org/publications/global-report-gender-equality-public-administration#modal-publication-download.
[28] Berghof Foundation and the United Nations Department of Political and Peacebuilding Affairs (2020), Constitutions and Peace Processes: A Primer, Berlin: Berghof Foundation.
[29] Task Force on Justice (2019), Justice for All—Final Report, New York: Center on International Cooperation, 35, https://www.justice.sdg16.plus/.
[30] UNDP (2021), Beyond the Pandemic—The Justice Emergency.
[31] The 2019 Hague Declaration on Equal Access to Justice for All by 2030, https://namati.org/resources/the-hague-declaration/.
[32] For example, in in Colombia, the Supreme Court held that deforestation of the Amazon threatened the constitutional rights of future generations to a healthy environment and declared the Amazon to have legal personhood. Corte Suprema de Justicia [C.S.J] [Supreme Court], Sala. Civil abril 5, 2018, M.P: Luis Armando Tolosa Villabona, STC4360-2018, Expediente 11001-22-03-000-2018-00319-01.

remedies for indigenous and marginalized communities experiencing environmental harm, but these actions need to be more intentionally linked with other legal, political and social efforts to bring about systemic change.[33] The 2019 report of the High-Level Task Force emphasized the need for strengthened investment and support to justice, reiterating the importance of SDG 16 for advancing all SDGs. The Justice Leaders Summit, held in April 2021, reiterated the need for flexible financing mechanisms to enable the scaling up of justice delivery and increase innovations within this.[34] However, investment in justice has declined both in national and development assistance budgets. Donor support for justice has been limited and poorly targeted, limiting opportunities for scaling up access to justice.[35] ODI's Principled Aid Index 2020 identified a decline in donor principled aid scores that started even before the pandemic.[36]

Conflict and violence

According to the Global Peace Index, in 2021, global peacefulness declined for the ninth year in a row.[37] In 2020, conflict levels decreased slightly from 2019, but most conflicts continued unabated, and political violence rose steadily in both developing and developed states.[38] Conflict has become more complex and protracted, increasingly driven by non-traditional security threats like economic stagnation, irregular migration and displacement, environmental degradation, competition for natural resources or rapid growth in cities.[39] Women and girls are at increased risk of conflict-related sexual violence. The pandemic amplified gender-based inequality across the globe, which is a root cause and driver of sexual violence in times of conflict and peace. It also gave rise to new, gender-specific protection concerns.[40] For example, women and girls in congested refugee and displacement settings were among the hardest hit by the intersecting crises of conflict, forced displacement and COVID-19, facing elevated risks of sexual violence, exploitation and trafficking.[41]

The last decade saw the highest number ever of people displaced by conflict and violence. There are an estimated 51 million new and existing internally displaced persons and over 24 million refugees worldwide.[42] Migration-related human rights violations have increased in recent years.[43] Over 80% of lethal global violence occurs outside of conflict zones, much of it in specific cities and neighbourhoods. Latin America and the Caribbean is the most violent region in the world—youth, women and human rights defenders are at particular risk. Many of the root causes of this violence are linked to inequalities, injustices and exclusion.[44] The circulation of approximately one billion small arms and light weapons worldwide represents a challenge that cuts across peace and security, human rights, gender, sustainable development and beyond. Violence caused by small arms and light weapons has a disproportionate impact on women and children.[45] Violent conflicts are increasingly linked to

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[33] UNDP (2021), Beyond the Pandemic—The Justice Emergency, 11.

[34] Justice Leaders Summit (29 April 2021), Communique, https://justiceleaders.org/.

[35] https://odi.org/en/publications/people-centred-justice-for-all/.

[36] https://odi.org/en/insights/multimedia/principled-aid-index-2020/.

[37] https://www.visionofhumanity.org/maps/#/.

[38] https://acleddata.com/blog/2021/03/18/acled-2020-the-year-in-review/.

[39] UNDP Strategic Plan 2022–2025.

[40] UN Secretary-General's Policy Brief: the Impact of Covid-19 on Women (9 April 2020), https://www.unwomen.org/en/digital-library/publications/2020/04/policy-brief-the-impact-of-covid-19-on-women.

[41] UN Security Council, (30 March 2021), Conflict-Related Sexual Violence, Report of the Secretary-General, S/2021/312 at https://undocs.org/S/2021/312.

[42] https://www.unhcr.org/figures-at-a-glance.html.

[43] OSCE, https://www.osce.org/parliamentary-assembly/479071.

[44] UNDP Regional Human Development Report 2021: Trapped: High Inequality and Low Growth in Latin America and the Caribbean, Overview, 13.

[45] https://www.un.org/press/en/2020/sc14098.doc.htm.

global challenges such as climate change, irregular migration and transnational crime.[46] Environment-related challenges, including access to natural resources and extractive industries, can drive and exacerbate conflict and security risks, especially for indigenous people, local communities and women.[47] Private and public investments in fragile and conflict-affected settings may contribute to trust and stability but also sustain, exacerbate or even cause conflict.[48] High levels of political instability and violence, corruption, poor regulatory frameworks, porous borders and a weak rule of law continue to create vacuums that terrorist and violent extremist groups, criminal networks and other non-state armed actors have been able to successfully exploit.[49] Complex and protracted crises, such as those in the Lake Chad basin and the Sahel, require both immediate life-saving interventions and development-based solutions that address the drivers of conflict and insecurity.

Technology, digitalization and big data

The COVID-19 pandemic has revealed the remarkable benefits and conveniences of technology, while simultaneously highlighting the risks that exist when technology is developed and used in the absence of adequate governance and accountability measures.[50] The rush to deliver services online during the pandemic fast-tracked many decisions about new technologies without adequate scrutiny or controls. The information (and misinformation) space is growing faster than governance systems can be developed. Social media platforms and communication apps have been used to spread hate speech and disinformation in unprecedented ways.[51] However, large portions of the world's population are being excluded from the digital sphere. Factors such as lack of access, affordability, education and skills and discriminatory norms and practices have contributed to a digital gender divide, especially in certain regions such as Africa and the Arab States.[52] As services move increasingly online, those without internet access and/or lacking digital infrastructure and literacy, for example, risk being left further behind.

The growth of big tech companies and decreased pluralization of global platforms means a few companies have gained disproportionate influence and power over how people produce, share and access information. The spread of the digital economy has fed the exponential growth in wealth accumulation and income disparities.[53] Digitalization poses privacy, accountability and equality challenges on a massive scale. While artificial intelligence has the potential to contribute to evidence-driven and effective decision-making in various sectors, including health care, science, education and employment, its misapplication may also threaten fundamental freedoms. AI and digital technologies rely on big data and often bypass

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[46] UN and World Bank(2018), https://ecdpm.org/great-insights/complex-link-climate-change-conflict/climate-change-conflict-crisis-lake-chad/.

[47] UNDP Policy Brief, Climate Security, October 2020.

[48] See for example, https://www.bbc.com/news/world-asia-57837072. Also, IFC (2019), Generating Private Investment in Fragile and Conflict-Affected Areas, Washington D.C.: International Finance Corporation.

[49] Reinier Bergema, Tanya Mehra and Meryl Demuynck (September 2020), The Use of Small Arms and Light Weapons by Terrorist Organisations as a Source of Finance, ICCT Report.

[50] The UN Secretary-General's Roadmap for Digital Cooperation, https://www.un.org/en/content/digital-cooperation-roadmap/.

[51] For example, the use of Facebook to incite violence in Myanmar, https://www.nytimes.com/2018/11/06/technology/myanmar-facebook.html.

[52] For example, OECD, Bridging the Digital Gender Divide, https://www.oecd.org/digital/bridging-the-digital-gender-divide.pdf.

[53] Oxfam (January 2021), The Inequality Virus: Bringing Together a World Torn Apart by Coronavirus Through a Fair, Just and Sustainable Economy, 23.

requesting peoples' consent, undermining their right to privacy.[54] Big data can be used in ways that lead to biased identification, profiling and further amplification of existing bias and discrimination against marginalized and vulnerable communities.

Laws and regulations are often inadequate for reducing the risks of private-sector control over and access to people's personal data in sectors such as health care, education and the courts. Algorithmic discrimination risks are pervasive, multi-faceted and reproduce structural inequalities that include gender inequalities due to unconscious bias within relevant data sets. International human rights frameworks are yet to be adequately applied to the digital space, although recent UN resolutions reaffirm that the rights people have offline must also be protected online.[55] The European Union has been at the forefront of data protection regulation, including current efforts to adopt Digital Service and Digital Markets Acts that aim to ensure that the rights of digital users are protected in line with EU human rights standards and to limit the monopolies of big tech.

Technology can be used to enable greater access to justice, increase the efficiency, transparency and accountability of justice systems, defend human rights and counter impunity. But it can also be used in ways that exacerbate injustices and inequalities, violate rights and freedoms, fuel violence and enable criminality. Technology and social media platforms have created new opportunities for civil society action and mobilization and new forms of this, including in conflict settings. But they have also been used by some authorities, political and anti-rights groups to attack rights-promoting civil society. Technology is being used to silence dissenters, shore up power and advance autocratic agendas.

The role of business

Globalization and privatization have facilitated businesses into dominant power positions in present-day society. Transnational corporations, for example, wield enormous power, wealth and influence with government and also have enormous direct positive and negative influence over people (through their ownership and control over social media, for example). In some cases, governments that are aligned with or own powerful companies, including state-owned enterprises, have enabled unregulated corporate activity, environmental harm and abuses of human rights, and even the financing and sustaining of armed conflict. In other situations, governments are outsourcing public functions (such as education or health) to private companies without adequate accountability safeguards. Through these positions, and in the absence of adequate safeguards, the private sector too often ends up undermining human rights and the rule of law and exacerbating injustice and insecurity. Unregulated supply chains, for example, can pose major obstacles to human rights compliance. Social justice issues relevant to businesses have become more clearly defined, with particularly high-risk areas including bribery and corruption, labour rights, modern slavery, indigenous peoples' rights and the human rights consequences of environmental degradation and climate change. The role of tech companies in reinforcing inequalities, enabling state oppression or spreading hate speech that can result in violence is a rising area of concern in both autocratic and democratic countries. These areas have become subject to intense scrutiny from shareholders, investors, NGOs and the general public. However, businesses—be they micro-, small and medium-sized enterprises (MSMEs) or multinationals—can also be agents of positive change. For example, some businesses have committed to tackling social justice issues, such as racial injustice and LGBTQ rights, both within their operations and in advocating for wider policy and regulation changes. The 2020 Edelman Trust Barometer found that businesses are more trusted than

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[54] Big data refers to large data sets that are produced by people using the internet, ranging from structured, numeric data in traditional databases to unstructured text documents, emails, videos, audios, stock ticker data and financial transactions, and that can only be stored, understood and used with the help of special computational tools and methods.

[55] See UN General Assembly Resolution on the Promotion, Protection and Enjoyment of Human Rights on the Internet (A/HRC/47/L.22) 7 July 2021.

government in 18 out of 27 developing and developed countries.[56] Almost three quarters of respondents agreed that a company can simultaneously increase its profits and also improve conditions in communities where it operates. Roughly the same number identified CEOs as important advocates for issues such as diversity, climate change and income inequality.

The global discourse on the importance of responsible business practices has been rapidly growing in the last five years due to investor interest, consumer pressure and regulatory demands, as expressed by the UK's Modern Slavery Acts, the Dutch Child Labour Due Diligence Law (2019), the German Supply Chain Law (2021) and the proposed EU Directive on mandatory Environmental and Human Rights Due Diligence to be introduced in 2021, among others. More and more businesses have been adopting human rights policies and engaging in human rights due diligence, a concept defined in the UN Guiding Principles on Business and Human Rights (UNGP), which have been in place since July 2011.[57] The UN Working Group on Business and Human Rights launched a new project to further drive and scale up implementation of the UNGP more widely over the next 10 years, including through building awareness and capacities of the full range of companies (from MSMEs to multinationals).[58]

1.2 Global development priorities

Against this global backdrop, the UN System has responded with a persistent emphasis on the importance of support for the rule of law, justice, security and human rights; and for strengthened linkages between the humanitarian, peace and development spheres and more coherent and coordinated efforts between these. During Phase III of the Global Programme (2016–2020), the following international developments were particularly notable and are directly relevant for the Global Programme's Phase IV work:

Agenda 2030 and SDG16+

The Global Programme is anchored in the Agenda 2030, which represents a shared commitment of the international community and a framework for collective action to end extreme poverty, fight inequality and injustice and protect the planet. The importance of rule of law, security, justice and human rights as enablers for the achievement of all 17 SDGs and for leaving no one behind has been emphasized by the SDG16+ concept.[59] The framework for this was launched in September 2017 and highlights the linkages between goals and targets beyond SDG16 that embody commitments to peace, justice and inclusion across all the SDGs that are grounded on the Universal Declaration of Human Rights and international human rights treaties.[60] The recently approved "people-centred" indicator, SDG16.3.3, recognizes the importance of addressing everyday civil justice problems that occur within and outside of formal justice institutions for achieving the broader sustainable development agenda.[61]

Sustaining peace agenda

In 2016, the UN Security Council and General Assembly expressed a unified commitment to the concept of "sustaining peace," based on a common understanding that conflict prevention

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[56] Edelman Barometer, https://www.edelman.com/trust/2020-trust-barometer.

[57] For example, Facebook's release of a corporate human rights policy publicly articulated its commitment to upholding human rights, https://about.fb.com/news/2021/03/our-commitment-to-human-rights/.

[58] https://www.business-humanrights.org/en/big-issues/un-guiding-principles-on-business-human-rights/un-guiding-principles-the-next-decade/.

[59] See https://www.sdg16.plus/.

[60] UN General Assembly Resolution, Transforming our World: the 2030 Agenda for Sustainable Development, A/70/1, 10.

[61] https://www1.undp.org/content/oslo-governance-centre/en/home/our-focus/sdg-16/undp-support-to-reporting-on-the-global-sdg-16-indicators.html.

should be undertaken by all pillars of the UN and should address the root causes of conflict.[62] This includes repeated commitments to the Women, Peace and Security Agenda, which guides the promotion of gender equality and the strengthening of women's participation, protection and rights across the conflict cycle, from conflict prevention through post-conflict reconstruction.[63] The sustaining peace agenda continues to be a priority area of focus for the UN Secretary-General and the UN System, as articulated in the recent Report of the Secretary-General on Peacebuilding and Sustaining Peace 2020.[64]

The UN's rule of law, security, justice and human rights work is recognized as being crucial for conflict prevention: some of the greatest risks of violence and conflict stem from exclusion and injustice, rooted in inequalities across groups.[65] UNDP's work in prevention is focused on three objectives: stabilizing and protecting development gains; mitigating risks of relapse or recurrence and strengthening and building institutional and community resilience to sustain peaceful development pathways. Central to achieving these objectives are strong partnerships capable of delivering agile, integrated solutions at scale, which ensure sustainable impact, such as the partnership with the Department of Political and Peacebuilding Affairs (DPPA) for the programme on Building National Capacities for Conflict Prevention and engagement that reinforces the work of the Peace and Development cadre.[66]

Call to Action for Human Rights

The 2020 UN Secretary Generals' Call to Action for Human Rights is a transformative vision for human rights that recognizes that these are essential to addressing the broad causes and impacts of all complex crises and building sustainable, safe and peaceful societies.[67] It reaffirms the centrality of human rights in the UN System and within the Agenda 2030, including by empowering people and creating avenues for civil society participation driven by a commitment to leave no one behind. A year into implementation, UNDP is participating in joint UN action across the priorities of the Call to Action and co-leading the UN System-wide implementation of two of the seven domains, namely rights at the core of sustainable development and rights of future generations, including the human rights implications of climate change and the right to a healthy environment.[68]

Enhanced coordination, coherence and integration

i) The Common Agenda

During the UN General Assembly meetings in September 2020 that marked the organization's 75th anniversary, Member States adopted a political declaration committing to mobilizing resources, strengthening efforts and showing unprecedented political will and leadership for securing a world where everyone can thrive in peace, dignity and equality on a healthy planet. They requested that the UN Secretary-General put forward "recommendations to advance our Common Agenda" by September 2021 and better enable a multilateral system that is inclusive, networked and effective. The Common Agenda features 12 broad themes, several of which

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[62] UN Resolutions S/2282 (2016); A/70/262 (2016).
[63] The UN Security Council has adopted ten resolutions on "Women, Peace and Security". These resolutions are: 1325 (2000); 1820 (2009); 1888 (2009); 1889 (2010); 1960 (2011); 2106 (2013); 2122 (2013); 2242 (2015), 2467 (2019), and 2493 (2019). These resolutions make up the Women, Peace and Security Agenda.
[64] A/74/976–S/2020/773 (July 2020).
[65] World Bank/United Nations (2018), Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict, https://www.pathwaysforpeace.org/.
[66] https://dppa.un.org/en/peace-and-development-advisors-joint-undp-dppa-programme-building-national-capacities-conflict.
[67] https://www.un.org/en/content/action-for-human-rights/index.shtml.
[68] Joint Statement of UN Entities on the Right to a Healthy Environment, at the 46th session of the UN Human Rights Council, www.unep.org/news-and-stories/statements/joint-statement-united-nations-entities-right-healthy-environment.

emphasize the importance of rule of law, justice, security and human rights, specifically: leave no one behind; promote peace and prevent conflict; abide by international law and ensure justice; build trust (between countries and between people and institutions of governance); and place women and girls at the centre.[69]

ii) The Global Focal Point for the Rule of Law

The United Nations Global Focal Point for the Rule of Law (GFP) was established in 2012 to enhance predictability, coherence, accountability and effectiveness in the UN's delivery of rule of law assistance and to ensure that such delivery is fully grounded in international law. The GFP is co-chaired by the Department of Peace Operations and UNDP and is a field-focused arrangement that enables United Nations entities, including UNODC, UNHCR, OHCHR, EOSG, UN Women and others to jointly pursue shared objectives in accordance with their mandates and capacities. All joint rule of law initiatives among GFP partners reflect the integrated "One UN approach". A review in 2018 found that the GFP contributes to joint arrangements through its focus on joint programme development and analysis and noted that where joint programmes have been established, they have contributed to cross-entity learning and joint thinking and have fostered integration and coherence.[70]

The GFP arrangement also achieves impact by providing seed funding to joint rule of law projects and programmes, responding effectively to field requests for the deployment of expertise, conducting joint assessment missions and developing knowledge products and facilitating consultations on policy and guidance documents. (See Section 3.2: Partnerships and Box 2: Lessons from the GFP in Phase III).

iii) The Triple Nexus

There is a clear international consensus that as crises become more protracted and complex, there is a need for longer-term development responses in crisis contexts, and more joined-up approaches to strengthen effectiveness. At the World Humanitarian Summit in 2016, the UN and World Bank committed to a "new way of working" to transcend the humanitarian-development divide. Most recently, the OECD Development Assistance Committee (DAC) published its recommendation on the "humanitarian–development–peace nexus".[71] The DAC recommendation aims to provide a comprehensive framework that can incentivize and implement more collaborative and complementary humanitarian, development and peace actions, particularly in fragile and conflict-affected situations. It recognizes that greater coherence between development, crisis and peace agendas is needed to enable progress towards the common goal to leave no one behind.

II. STRATEGY

2.1 Overview

The Global Programme is a multidisciplinary umbrella programme that uniquely combines rule of law, justice, security and human rights within one framework, recognizing that all four are equally important and necessary for enabling peaceful, just and inclusive societies. The programme is global in scope, including a specific focus on prevention, fragility and responding to crisis and conflict. It is grounded in the belief that securing the rule of law and human rights

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[69] https://www.un.org/en/un75.
[70] Center on International Cooperation, Folke Bernadotte Academy, and the Norwegian Institute of International Affairs (August 2018), Review of the Global Focal Point for Police, Justice and Corrections.
[71] OECD, DAC Recommendation on the Humanitarian-Development-Peace Nexus, (OECD/LEGAL/5019), https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-5019.

is key to achieving transformational change—based on principles of trust, non-discrimination, accountability and justice.

Ensuring rule of law, improving access to justice and redress, reducing armed violence and increasing community security, and protecting and promoting human rights are essential for both addressing people's immediate needs and building the resilience of communities and states against future shocks and crises. They are critical enablers for achieving SDG16 and the Agenda 2030 and realizing the international commitment to ensure that no one is left behind. Rights, accountability, rule of law, voice and participation are all core components of UNDP's holistic approach to building effective, inclusive and accountable governance and are at the heart of the programme moving into Phase IV.[72]

The COVID-19 pandemic and the climate crisis have only accelerated forces that impede peace, development, human rights and the rule of law.[73] There is an urgent need for a strong commitment and action by international, regional and national actors to stem this backsliding and reassert global principles of justice and rule of law and respect for human rights obligations.[74] At the same time, these crises offer up an opportunity to seize on commitments to "build back better" in a way that emphasizes a rights-based approach to structural transformation and tackling the root causes of inequality and instability.[75] UNDP and its Global Programme have a key role to play in this endeavour.

The strategy presented here reflects the Global Programme's commitment to intentionality— being intentional and strategic in what is done, how it is done and how the programme can better **influence** and **accelerate** positive change in response to today's complex challenges. It prioritizes being **agile,** both in the use of its resources, partnerships and tools and in its constant horizon-scanning and alertness to context changes and emerging opportunities for **impact**. It is **evidence-focused** to ensure institutions and people are better able to access data and analysis to inform decision-making. It is committed to ensuring that "**learning** by doing" is systematically informing both policy and programming at the national, regional and global levels by leveraging regional and global knowledge networks, South-South cooperation and other relationships within UNDP, the UN System and beyond. Further, it focuses on ensuring **integrated**, multidisciplinary and **innovative** approaches and solutions are better harnessed and able to influence public policy and ensure the delivery of quality, people-centred public services.

2.2 Lessons learned from Phase III

During Phase III, the Global Programme enabled UNDP to affirm its leading role in the fields of rule of law and human rights and facilitated sustained donor attention to the sector.[76] The Global Programme is widely recognized for its ability to mobilize funds, provide technical and strategic expertise, and collaborate and coordinate across UN entities to enable more holistic, coherent and comprehensive responses to rule of law, justice, security and human rights challenges.[77]

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[72] UNDP Strategic Plan, 9.

[73] High Commissioner for Human Rights Foreword to the Annual Appeal 2021.

[74] The Common Agenda, https://www.un.org/en/un75.

[75] https://www.un.org/en/coronavirus/building-back-better-requires-transforming-development-model-latin-america-and-caribbean.

[76] The third phase of the Global Programme was a five-year commitment which commenced in 2016 and was later extended to December 2021 (to align to the UNDP Strategic Plan cycle).

[77] UNDP Global Programme on Strengthening the Rule of Law and Human Rights for Sustaining Peace and Fostering Development (Phase III) (May 2021), Report on Interim Evaluation (the MTE).

Drawing on the recommendations of the May 2021 midterm evaluation (MTE), the series of International Security Sector Advisory Team (ISSAT)-led country-level evaluations,[78] and other relevant UNDP evaluations and studies,[79] the Global Programme has identified several global lessons learned and areas where the programme's overall impact could be strengthened. A summary of the MTE recommendations and the Global Programme's intended responses during Phase IV is provided in Table 1.

The Global Programme was able to adapt and respond quickly to changing international and local dynamics, opportunities and challenges during Phase III, developing a more **geographically and thematically diverse** portfolio and supporting an increasing number of country contexts and regional programmes where demand for rule of law and human rights support was high. The recent evaluation of UNDP's support to conflict-affected countries specifically noted the value of the Global Programme's ability to tailor and deliver a preventive response across all development settings.[80]

In Phase IV, the Global Programme will continue to provide assistance in its core areas of expertise, including rule of law promotion; constitutions; anti-discrimination; people-centred justice and security; transitional justice; disarmament, demobilization and reintegration and armed violence reduction; accountability and oversight; enhanced civic space and the promotion and protection of human rights, including support to human rights defenders and national human rights systems. It will focus on strengthening and expanding its work in more nascent areas, such as business and human rights, climate justice and the human rights implications of climate change, e-justice and rights-based digitalization, the integration of human rights and SDG systems and strengthening civic spaces. These areas of work commenced and progressed to varying degrees during Phase III in response to changing country-level and global dynamics, reflecting the agility and responsiveness of the Global Programme and the critical role it plays in ensuring that a rule of law and human rights lens is constantly and rigorously applied to issues impacting current and future generations.[81]

Measuring and reporting impact remained a key area for improvement and is a recognized organizational priority for UNDP in the 2022–2025 Strategic Plan.[82] Change is neither linear nor rapid and the impact of rule of law and human rights interventions can be challenging to measure. Further, the pathway to achieving the ultimate goals of strengthened rule of law, human rights and more people-centred justice and security will look different in every specific context. During Phase IV, the Global Programme will invest in human resources and systems to build the capacity of the Global Programme and UNDP Country Offices to better collect meaningful data and analyse and report on results systematically.

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[78] Evaluations were conducted in Central African Republic, Colombia, Jordan, Guinea Bissau, Palestine, and the Democratic Republic of Congo.

[79] For example, the UNU Study on rule of law support to conflict prevention and sustaining peace, lessons from the field, see https://unu.edu/projects/rule-of-law-support-to-conflict-prevention-and-sustaining-peace-lessons-from-the-field.html#outline.

[80] IEO/UNDP (December 2020), Evaluation of UNDP Support to Conflict Affected Countries, http://web.undp.org/evaluation/evaluations/thematic/conflict.shtml (the IEO/UNDP Evaluation).

[81] For example, support has been provided to advance e-justice initiatives in Brazil and Moldova, among many others. The Business and Human Rights Portfolio has commenced assessments in Africa and the Arab States in support of the planned expansion of this work beyond Asia. A pilot with OHCHR to enable closer human rights and SDG systems integration in seven countries commenced in 2020 and will be expanded based on learning.

[82] Interim evaluation; ISSAT evaluations for Colombia, Jordan, Guinea-Bissau; UNDP Conflict Country Evaluation (December 2020); UNDP Strategic Plan 2022–2025; MOPAN 2020 Assessment Cycle, Draft Institutional Assessment: UNDP, Version 16 July 2021 also noted that UNDP's results management approach (institution-wide) "remains the weakest link, as previous MOPAN assessments and the evaluation of the Strategic Plan 2018–21 demonstrate."

This process aims to ensure that the day-to-day knowledge and experience gained at the country level is better captured and mined for learning to inform **quality programming, policy engagement** and to test the Global Programme's high-level theory of change (see below). A dedicated monitoring, evaluation and learning (MEL) and innovation unit, housed within the Global Programme, will support strengthened results-based management and the development and piloting of MEL tools and templates (see Section III, Output 5; and Section VI: Project Management). This focus on ensuring a more systematized and targeted approach to data collection and analysis will also directly contribute to the Global Programme's role as a thought leader and influencer within the regional and global policy space (see Section III, Output 6). In Phase III, the Global Programme consistently and effectively engaged in policy- and agenda-setting at the highest levels, bringing a unique development perspective to policy dialogues that is grounded in extensive country-level experience and work.[83] In Phase IV, the Global Programme will continue to strengthen its policy efforts and existing strategic partnerships to champion the rule of law and human rights at the regional and global levels.

Globally, as the quality of democracy, rule of law and protection of human rights declined, the demand for rule of law and human rights support in contexts across the development spectrum has only increased. During Phase III, the Global Programme responded to **demand-based and context-specific** requests for technical and financial support from many UNDP Country Offices, including requests for pipeline funding from more than 48 countries.[84] The Global Programme also supported the Tripartite Partnership between UNDP, the UN Office of the High Commissioner for Human Rights (OHCHR) and the Global Alliance for National Human Rights Institutions (see Section 3.2: Partnerships). Through this initiative, it provided coherent support to 15 national human rights institutions (NHRIs) in 2020 and operated a joint pilot project with OHCHR to enable closer human rights and SDG systems integration in seven countries. Many of these contexts were not in the pre-defined Phase III list of priority countries. In Phase IV, the Global Programme will continue to provide tailored support to countries across the development spectrum, which includes not only financial support but also technical and strategic advice and expertise (see Section 2.5: Theory of action, mechanisms for change). Settings affected by fragility, conflict and crisis will continue to receive priority financial support.

However, support will also be given to initiatives that aim to anticipate and prevent instability and conflict, build resilience, strengthen the protection and promotion of human rights and, in doing so, accelerate the achievement of Agenda 2030.[85] Attention will also be given to supporting experimental and innovative interventions that will expand the programme's knowledge and evidence base regarding "what works and what does not," and advance its learning agenda and thought leadership role (for additional details, see Section 4.2: Project management).

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[83] For example, the Global Programme actively participated in and supported the agreement of the new people-centred SDG indicator 16.3.3. Its work is regularly commented on in UN General Assembly and Human Rights Council resolutions. The Global Programme also participated in and directly contributed to the Taskforce on Justice meeting in 2019 and the resulting ministerial declaration on equal access to justice for all by 2030 (see https://www.justice.sdg16.plus/thehague).

[84] For example, through the Tripartite Partnership and the SDG Accelerator pilot initiative the Global Programme supported a number of non-priority countries, including Mozambique, to undertake an in-depth capacity assessment to identify the NHRI's capacity needs and strategies to address them; in Togo, to design a strategic plan and support the development of a model law on human rights defenders; in Botswana, to integrate human rights and SDG systems and in Uruguay, by aligning human rights monitoring systems with the SDGs and informing public policy through citizen participation surveys.

[85] This focus aligns to the UNDP organizational commitment to focus on anticipatory and preventive measures to address emerging complexities. See the UNDP Strategic Plan 2022–2025.

Addressing the challenges of weak rule of law, lack of respect for human rights, injustice and insecurity requires political, distributive, behavioural and institutional change. The interconnection between rule of law, human rights, justice and security necessitates an approach that recognizes the complexity of the systems that underpin them and the need for an integrated, problem-driven response.

In Phase III, the Global Programme began to explore **innovative and experimental approaches** to support its work, such as harnessing behavioural science for advancing gender justice. There remains room for strengthening the use of these and other tools and approaches, such as political economy and conflict analysis, gender mainstreaming, the human-rights–based approach and emphasis on leaving no one behind, systems thinking and change management, to better inform programme design and implementation.[86] In Phase IV, the Global Programme will promote integrated and multidisciplinary interventions through an agile, adaptive-focused team structure (see Section 4.2: Project management), and the provision of integrated country-level support that harnesses the array of perspectives, expertise and experience across the Global Programme (i.e. its own multidisciplinary rule of law, justice, security and human rights expertise), the Global Policy Network (GPN) and the wider UNDP.

Table 1: Summary of MTE recommendations and Global Programme Phase IV responses

MTE recommendation	Relevant sections of the Project Document
Programme design - Develop a theory of change - Continue providing flexible support to ROLSHR teams globally, including seed funding and technical advice - Consider focusing on emerging subject areas, e.g. digitalization and human rights, climate justice; business and human rights, cybercrime and hate speech	Section 2.4: Theory of change statement Section 2.5: Theory of action: How the Global Programme enables change Section 3.1: Results and partnerships *NB: Cybercrime will not be addressed directly in Phase IV as it falls within the scope of work of UNODC*
Programme governance and staffing - Review governance structure and Project Board composition - Review staffing structure - Revisit role, mandate and weight of regional advisers and hubs	Section VIII: Governance and management arrangements Section 4.2: Project management Figure 2: An intentionally integrated and agile team
Country support priorities and methods - Review priority country approach and pipeline funding criteria - Ensure transparency and strategic approach to pipeline funding - Invest in results-based management - Develop meaningful monitoring and measurement approaches and tools - Increase knowledge management and thought leadership	Section 4.2 Project Management, *programme focus countries, territories and regions* Section 2.5: Theory of action, operational enabler: robust systems for MEL Output 5: Rule of law and human rights programming is evidence and learning-informed

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[86] IEO/UNDP, Evaluation of UNDP Support to Conflict Affected Countries (December 2020) at http://web.undp.org/evaluation/evaluations/thematic/conflict.shtml; UNDP (2021), Beyond the Pandemic—The Justice Emergency.

	Output 6: Evidence-informed international policy enables stronger commitments to rule of law and human rights
Coherence and collaboration - Enhance Global Programme/Global Focal Point design for improved coherence, effectiveness and reach	Section 3.2: Partnerships, a) UN partnerships, the Global Focal Point Box 2: Lessons from the Global Focal Point in Phase III
Other - Increase programmatic focus on non-state justice and security mechanisms	Output 3: Justice and security systems, services and institutions are more people-centred and effective *NB: "systems" are understood to include state and non-state actors and mechanisms*

2.3 The Global Programme's comparative advantages

The Global Programme has developed a solid reputation and experience as the primary implementer of comprehensive, sector-wide rule of law and human rights programmes within UNDP and the wider UN System. Specific areas of comparative advantage include:

- Cross-disciplinary scope and a specialized mandate for promoting rule of law, security, justice and human rights in development.
- Long-standing and proven expertise and thought leadership in promoting rule of law, security, justice and human rights, especially in complex, fragile and transitional contexts.
- Ability to include the gender perspective in all initiatives and show the impact on gender equality and women's empowerment through reviews and evaluations.
- Ability to participate and contribute to global policy discussions and developments through strong headquarters presence in New York and Geneva.
- Strong Global Programme presence in all UNDP regions, enabling agile, targeted and contextualized responses to specific country needs.
- Ability to mobilize funds and provide rapid, flexible catalytic funding to Country Offices.
- Being a trusted partner of choice for donor partners and a recognized and respected partner and integrator within the UN System for promoting coherence, coordination and ensuring that the development perspective infuses rule of law and human rights interventions.
- Recognized and valued ability to convene stakeholders and change agents at the global, regional and national levels within both the UN System and the broader international community, and across government, the development community, civil society and non-governmental organizations, academia, the private sector and other global thought leaders.
- Ability to leverage UNDP's privileged relationship with governments and institutions to promote a people-centred approach to rule of law, justice, security and human rights.

2.4 The theory of change

a) Overview

UNDP is driven by a vision in which *all people have expanded choices for a fairer, sustainable and peaceful future in a world envisioned by Agenda 2030, with people and planet in balance* (UNDP Strategic Plan 2022–2025, Development Impact).

The Global Programme contributes to this vision by working with countries to address not only people's immediate justice, security and human rights needs but also to support the

transformation of the systems and structures necessary for more peaceful, just and inclusive societies and human development.[87]

The Global Programme therefore contributes primarily to the UNDP Strategic Plan Development Outcome 1: a structural transformation, particularly for green, inclusive and digital transitions, while also supporting the achievement of Development Outcomes 2 and 3.

The Global Programme's theory of change postulates that through evidence-based, high-quality programming, complemented by coherent regional and global policy and agenda-setting, positive outcomes can be achieved in **transforming** rule of law, justice, security and human rights **systems,** services and institutions to be more **inclusive**, **people-centred** and better **capacitated** to respond to all people's justice, security and human rights needs. This in turn makes them more **trusted** and **accessible**, ensuring more people have access to justice and redress, community security is increased and armed violence reduced, and human rights are better promoted and protected. This logic is expressed in two interconnected key programme outcomes[88] and six interlinked **programme outputs** that reflect the importance of a holistic, multidisciplinary approach to enabling transformative change to rule of law and human rights. The outcomes and outputs are detailed in Sections III and V and are presented here in abbreviated form as follows:

Programme Outcome 1: **Inclusive, people-centred systems that provide quality justice and security services and uphold and protect human rights are trusted and accessible, especially in contexts affected by crisis, conflict or fragility.**

> *Output 1:* People experience greater **equality** and are more **empowered** to **access justice** and **exercise their rights**

> *Output 2:* Duty-bearers and power-holders are more **accountable** and **responsible** for **upholding rule of law** and **realizing human rights**

> *Output 3:* Justice and security systems, services and institutions are more **people-centred** and **effective**

> *Output 4:* Communities experience greater **safety**, **security** and **resilience** through people-centred approaches

Programme Outcome 2: **Regional and global policy on rule of law, justice, security and human rights is evidence-based, affirms a development perspective and informs high-quality programming.**

> *Output 5:* Rule of law and human rights programming is **evidence-based** and **learning**-informed
> *Output 6:* Evidence-informed international policy enables stronger **commitments** to rule of law and human rights

b) The theory of change statement

The Global Programme's theory of change is a high-level and long-term statement that guides the design and implementation of the programme's interventions in Phase IV.[89] The specific

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[87] UNDP Strategic Plan 2022–2025, 7.
[88] The two outcomes are integrally linked and mutually supporting. Outcome 2 is conceptualized as contributing to creating an enabling environment for the achievement of Outcome 1 and is therefore visually represented as "encircling" Outcome 1; see Figure 1 of this document.
[89] The internal Clingendael theory of change report noted that country-level experience is not systematically fed into strategic and programme development processes, resulting in missed

programme outcomes, outputs and related activities that will contribute to the theory of change during the Phase IV period are detailed in Section III. The Phase IV strategic approach focuses on the programme's ability to influence and help enable change at the national, regional and global levels. The components of the strategy described in this section are visually represented in Figure 1.

The programme's theory of change is designed on the basis of a core assumption, affirmed in Agenda 2030 and SDG 16, that "rule of law, justice, security and human rights are interlinked and mutually reinforcing concepts that, when strengthened together, enable more peaceful, just and inclusive societies".

The Global Programme promotes a development approach at the intersection of the complex concepts of rule of law, human rights, justice and security. It recognizes that the rule of law "ideal," as articulated in the UN definition for rule of law, embodies both substantive elements of equality, justice and fairness and procedural elements relating to clear and prospective laws, procedures and independent institutions.[90] The rule of law and human rights both aim to constrain the arbitrary exercise of power and enable people to hold duty-bearers and power-holders to account. The quality and enjoyment of each build on the strength of the other and both are necessary for justice, equality and inclusion. Both also require the functioning of accountable, effective and inclusive justice and security systems (including both formal and informal actors and institutions). This interconnected state means that all four concepts (i.e. rule of law, human rights, justice and security) are needed to achieve and sustain peaceful, just and inclusive societies.[91]

The rule of law and human rights are fundamental to establishing and maintaining the social contract and ensuring a society in which people are equal and can live in dignity and with prosperity. Building the social contract is a whole of society endeavour—it requires building an understanding of, trust in and commitment to the rule of law and human rights by the government and its institutions, the public, and all sectors of society, including the business sector. The Global Programme recognizes the powerful potential of women and youth to advance social and institutional change today and for future generations. Across its work, the Global Programme supports efforts to amplify the voices of women and youth and ensure their meaningful participation and influence in decision-making and empower them as changemakers and leaders.

In seeking to advance the rule of law, human rights, justice and security, the Global Programme assumes that "structural inequality and its various manifestations (for example, intersectional discrimination, socio-economic exclusion, and gender inequality), contribute to and perpetuate violence by 1) creating and stoking grievances that are denied recourse to political expression or redress; 2) fracturing communities and eroding social cohesion; and 3) reducing awareness of, respect for and protection of human rights."

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opportunities for the interrogation of key assumptions that may have relevance beyond the specific country context. In Phase IV, the Global Programme seeks to address these weaknesses and develop a theory of change-led approach that will better ensure the articulation and interrogation of assumptions at the country level, to better inform local and global policy and practice (see also the ISSAT draft Final Report, 2021). This will be led by the MEL and Innovation Unit and is reflected explicitly in Output 5 of the results framework.

[90] Brian Tamahana (2004), On the Rule of Law: History, Politics, Theory; Report of the Secretary-General: The Rule of Law and Transitional Justice in Conflict and Post-Conflict Societies (S/2004/616).

[91] The linkages between the rule of law, human rights, peace and security and development have been further elaborated in the addendum to the 2014 Report of the Secretary-General on Strengthening and coordinating United Nations rule-of-law activities (A/68/213/Add.1).

The Global Programme therefore provides high-quality support to UNDP Country Offices and regional hubs to strengthen rule of law institutions (including justice and security institutions), and human rights systems and dedicates efforts to building both popular and political awareness of, respect for and protection of human rights.

However, the Global Programme has learned that unaccountable and/or corrupt institutions can entrench the marginalization and exclusion of certain sections of society. Unresponsive, unaccountable, uncoordinated and highly politicized security and justice institutions, and weak human rights systems, negatively impact people's trust in the state and its ability to uphold rule of law and human rights, which in turn can fuel insecurity and undermine development.[92] Rebuilding trust requires more than just narrowly conceived technical support to institutions. Building the technical and financial capacity of state institutions is important but insufficient for affecting "transformative change".[93] Attention must also be given to understanding the underlying causes of weak rule of law and human rights protection and the structural causes of injustice. This requires holistic and integrated programming that recognizes and responds to political, power and conflict dynamics and adopts a transformative, people-centred approach.[94] This approach also involves a wide array of state and non-state actors, (including civil society, youth, women, government, the judiciary and parliament and the business sector, for example), the harnessing of a range of tools and approaches across disciplines that enable problem-driven solutions, and flexibility within programming to quickly respond to changing context dynamics, seize windows of opportunity for change, and adapt to programmatic learning.[95] Therefore, the Global Programme adopts a multidisciplinary systems approach to addressing structural inequality and discrimination that complements the strengthening of institutional rule of law and human rights capacity. This approach places people at the centre of all efforts and is grounded in the following **theory of change statement**:

> *If* all people in their diversity, and especially the excluded, marginalized and those furthest behind, are empowered to have **agency** to articulate and advocate for their security, justice and **human rights needs**, access remedies and redress, and effectively participate in decision-making processes;[96]

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[92] Ibrahim Index of African Governance 2020; Task Force on Justice (2019), Justice for All—Final Report, New York: Center on International Cooperation, 63, https://www.justice.sdg16.plus/.

[93] According to Thomas Carothers, rule of law promotion "…is a transformative process that changes how power is both exercised and distributed in a society … [and] also involves basic changes in how citizens relate to state authority and also to one another." T. Carothers (2009), Rule of Law Temptations, Foreign Affairs, 33(1), 59–60.

[94] IEO/UNDP evaluation, 54. See also https://www.brookings.edu/blog/order-from-chaos/2020/03/17/the-rule-of-law-is-under-duress-everywhere/; Rachel Kleinfeld (2012), Advancing the Rule of Law Abroad: Next Generation Reform, Washington D.C.: Carnegie Endowment for International Peace.

[95] See ISSAT evaluations from Jordan, Colombia and DRC, for example, for good practices. In Colombia, a politically informed approach was found to increase trust and cooperation between state and local CSOs to better protect human rights defenders. In Palestine, ISSAT noted that greater consideration should be given to mobilising coalitions for change that go beyond "the usual suspects" to support improvements in the treatment of both children and gender by the justice system. The 2021 MTE noted the benefits of the seed funding model, for example in CAR, where seed funding addressed a critical funding gap in a way that was both timely and responsive to national and local needs and priorities.

[96] People can be excluded, marginalized or left behind due to multiple, sometimes intersecting, factors such as sexual orientation, gender, geography, ethnicity, religion, displacement, conflict or disability. Individuals or groups may include, but not be limited to, women, youth, racial or ethnic minorities, migrants, refugees and the displaced, disabled persons, the poor, LGBTQI persons.

and if human rights defenders[97] can effectively challenge and address exclusion and **discrimination** to influence laws, policies and practices with and on behalf of the excluded, marginalized and those furthest behind;

and if duty-bearers and power-holders develop the political will, resources and capacities to **respond** to the human rights, justice and security needs and demands of all people, and especially the excluded, marginalized and those furthest behind, and are held accountable for their actions,

and if human rights, justice and security systems are **inclusive and responsive** to people's needs and work to inspire people's trust and confidence;

and if international and regional actors support these national and subnational processes by advocating for human rights and people-centred justice and security, safeguarding civic space and ensuring accountability, based on respect for human rights and the rule of law;

then power relations between people, and especially the excluded, marginalized and those furthest behind, on the one hand, and duty-bearers and power-holders, on the other, are likelier to be fairer, more inclusive, sustainable and legitimate—supporting a strengthened, inclusive, and **rights-based** social contract,

which will contribute to sustainable development, stability and security in the long term,

because the ability of people, and especially the excluded, marginalized and those furthest behind, to claim their human rights and access basic security and justice within a context of inclusive governance, open civic space and respect for human rights and the rule of law, increases a sense of stability and security within communities, increases trust between the state and its people, and reduces the potential for violence.

Key *assumptions* within the theory of change include:[98]

- Regional organizations, national institutions, state capacities and communities themselves provide an essential avenue for addressing structural inequality and increasing awareness of and respect for human rights within countries, in borderlands and across regions.
- A reduction in discriminative practices by state actors and increased promotion of human rights and protection for excluded, marginalized and vulnerable persons, will lead to a reduction in discrimination between members of society themselves, leading to a reduction in violence.
- The delivery of accountable, transparent and people-centred justice and security services will engender greater confidence and trust in the state and contributes to public perceptions of state legitimacy.

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[97] Human rights defenders is used here to mean "any person or group of persons working to promote human rights." Defenders can be of any gender, of varying ages, from any part of the world and from all sorts of professional or other backgrounds. Human rights defenders might, in some instances, be government officials, civil servants or members of the private sector. See https://www.ohchr.org/en/issues/srhrdefenders/pages/defender.aspx.

[98] In 2017, the Global Programme commissioned the Clingendael Institute to develop a programme-level theory of change. The final internal report summarized some fundamental concepts and working realities that underpinned the Global Programme, including several core assumptions based on case studies conducted in Palestine, Tunisia and Guatemala, and through consultations with headquarters staff. Additional information has also been drawn from the ISSAT evaluations.

- If the Global Programme produces data, analysis and evidence and informs regional and international policy discussions and development, then regional and international actors are better capacitated to formulate and shape policies in support of rule of law and human rights.

The theory of change and strategy presented here represents the first stage in the development of a comprehensive and dynamic MEL framework, including a learning strategy. This process will be led by the programme's new MEL and Innovation Unit, in coordination with the UNDP Bureau for Policy and Programme Support Strategic Innovations Unit and others, as appropriate (see also Section III, Output 5).

2.5 Theory of action: How the Global Programme enables change

The Global Programme is a **strategic influencer** and enabler of change that is committed to advancing peace and sustainable development through the promotion of rule of law, people-centred justice and security and human rights. Through its global network of rule of law, justice, security and human rights specialists, the Global Programme supports UNDP Country Offices and regional hubs in developing and delivering impactful rule of law and human rights interventions aimed at empowering people to have voice and agency to achieve societies that are fairer, safer and more just and inclusive; enabling governments, their institutions and the people within them to better respond to demands for rights, justice and security; and promoting the accountability and responsibility of duty-bearers and power-holders to uphold and respect the rule of law and human rights. It galvanizes partnerships across the UN System and beyond to enable more coherent, collaborative and integrated rule of law and human rights efforts in line with UNDP's designated "integrator" role in the UN System. It also adopts an intentional approach to learning and knowledge exchange to support day-to-day programming and inform regional and global policy developments.

a) Five guiding principles

The Global Programme operates within a complex development setting that requires highly context-specific, integrated and adaptive approaches. Its work is guided by a set of principles that have been informed by its years of experience and that reflect broader developments and learning across the fields of rule of law promotion and development.

1. People-centred

The Global Programme puts people, their justice and security needs and their human rights at the centre of its work. It focuses on identifying and addressing the root causes of inequality and exclusion that drive injustice and insecurity, empowering and promoting human agency and participation. This work is driven by a commitment to ensuring that no one is left behind. Specific attention is paid to understanding and responding to the needs of the most excluded, marginalized and furthest behind, including women and girls, persons with disabilities, youth, refugees and migrants and people living in conflict and insecurity. It aims to ensure that people are empowered to know and realize their rights, use and shape the law, and participate in decision-making that affects them. It promotes locally led, demand-driven and evidence-based interventions that support strengthening and transforming justice and security systems, services and institutions to better understand and respond to people's problems and needs and enable greater access and inclusion.[99]

2. Politically informed and conflict-sensitive

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[99] The Global Programme is aligned to and supports the five core principles articulated in the Hague Declaration on Equal Access to Justice for All by 2030 (2019), namely: 1) put people and their legal needs at the centre of justice systems; 2) solve justice problems; 3) improve the quality of justice journeys; 4) use justice for prevention and 5) provide people with means to access services and opportunities. See https://www.justice.sdg16.plus/ministerial.

As an endeavour, the promotion of rule of law and human rights is an inherently political exercise that touches on the fundamental interests and concerns of political and economic elites and power-holders. The Global Programme seeks to better understand and tackle unequal power structures within societies that enable and perpetuate exclusion, marginalization and discrimination and violence. Through the application of approaches and tools such as thinking and working politically,[100] do no harm[101] and conflict sensitivity,[102] coupled with its direct access to and involvement in country-level and regional political analysis, the Global Programme ensures that its interventions are underpinned by a strong understanding and analysis of cultural, political, social and conflict dynamics and trends.[103] When coupled with a systems and learning approach, this practice facilitates more risk-informed programming,[104] which is of particular importance in fragile and conflict-affected contexts, where the entry points and sustainability of interventions depend on initial and robust political and conflict analysis.[105]

3. Gender equality

The Global Programme is committed to better understanding and tackling the persistent, structural obstacles to gender equality, and to advancing the empowerment of women. It recognizes that gender dynamics are complex and experiences of discrimination can be intersectional and rooted in discriminatory social norms and power imbalances that are perpetuated and passed on from one generation to another and further reinforced through patriarchal institutions. It promotes gender equality significantly and consistently, including ensuring gender is integrated as a cross-cutting issue in the programme's rationale, activities, indicators and budget. It actively seeks to ensure that Global Programme interventions, including pipeline funding, apply a gender approach and diversity lens in the analysis, design and implementation.[106] Ensuring women's full enjoyment of their rights and their meaningful participation in all aspects of society, including in leadership, decision-making and peacemaking roles, are necessary components of building social and political trust and enabling safe and resilient societies.

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[100] FBA Brief 06/2016, Responsive and Responsible: Making Politics Part of UNDP's Rule of Law Agenda, https://fba.se/contentassets/3372e3e2368643f9a37e5bdb9a7c6514/responsive-and-responsible.pdf.

[101] The principle of "do no harm" is embedded within UNDP's mandatory Social and Environmental Standards, which specifically aim to avoid adverse impacts to people and the environment; and minimize, mitigate, and manage adverse impacts where avoidance is not possible. The Social and Environmental Standards are an integral component of UNDP's quality assurance and risk management approach to programming. See Annex 2.

[102] Conflict sensitivity refers to the unintended and indirect potential impacts of interventions upon conflict dynamics. It is applicable in all contexts (not only conflict-affected settings) and does not require all interventions to directly address drivers or causes of conflict. A conflict-sensitive approach results in the identification of risk and opportunities to ensure intervention strategies do not worsen existing tensions or exacerbate conflict dynamics, but rather help strengthen social cohesion, if possible. See, for example,
https://peaceinfrastructures.org/SitePages/Thematic.aspx?IdThematic=11.

[103] For example, by leveraging the country-level PDA network that is jointly run by UNDP–DPPA; or the Global Programme's involvement in issue-based coalitions at the regional level, among others.

[104] The need to better understand and manage risk is a specific lesson learned articulated in the UNDP Strategic Plan 2022–2025.

[105] The IEO/UNDP Evaluation noted the need for political-economy analysis to be better utilized in the design phase of rule of law programming.

[106] The Global Programme has a GEN2 marker, in line with the internal UNDP Gender Marker Guidance Note (2016). See also Section 4.2: Pipeline funding criteria, which includes the criteria that projects must promote gender equality in a significant way (Gender Marker 2 or 3) and assign a minimum of 15% of their funding to activities related to gender equality and women's empowerment.

4. Human rights

The Global Programme's work is underpinned by a commitment to ensuring that dignity and respect are afforded to all people through the enjoyment of their human rights and protected by the rule of law.[107] It promotes human rights both as a goal and as a principle and upholds the mandatory application of a human-rights–based approach across UNDP programming. It also aims to ensure that there is a greater consciousness and explicit articulation of the potential and actual human rights implications for and consequences of all our work.[108] A just, inclusive and peaceful society requires the careful and intentional rebuilding of trust between states and society based on a commitment to human rights and inclusion that is grounded in non-discrimination and equality, meaningful participation and accountability and the rule of law.

5. Transformative

The Global Programme specifically functions in contexts where there is a need not merely to reform institutions but to fundamentally transform the structures and systems that enable and perpetuate injustice, insecurity and inequality.[109] Transformative change takes time and the path to transformation is not linear. It shifts power relations and will be resisted by those who benefit from the status quo. Transformation therefore requires viewing these complex systems from a multidisciplinary perspective, identifying leverage points and building coalitions for change. The Global Programme will harness innovative tools and approaches, such as systems thinking and advances in digitalization to further efforts for transformation.

b) Six operational enablers

The Global Programme works with and supports UNDP Country Offices and regional hubs, UN and non-UN partners to design and implement rule of law and human-rights–based interventions that enable positive change and advance the achievement of the SDGs. In Phase IV, the Global Programme will strengthen its capacity to influence and accelerate this change by explicitly focusing on and investing in the following six operational areas. These operational enablers align with the organizational enablers of the UNDP Strategic Plan 2022–2025.

1. Robust systems for monitoring, evaluation and learning (MEL)

The establishment of a MEL and Innovation Unit will support the Global Programme, UNDP Country Offices, regional hubs and partners to develop and apply the tools, knowledge and capacities needed for a systematic approach to evidence-based learning and knowledge creation and exchange. This approach informs project management and decision-making, increases efficiency, supports risk mitigation, enhances accountability for the use of resources and enables innovation. It will leverage existing and new mechanisms, such as UNDP's Communities of Practice, to ensure learning and knowledge is captured, regularly shared and purposefully informs programming, broader institutional learning and global policy discussions and developments. Learning-focused innovations will be explicitly prioritized through the funding pipeline (see Section 4.2: Project management).

2. Strategic innovation

The Global Programme understands innovation as the creation and testing of new technologies, processes and approaches to better respond to the complex challenges of inequality, injustice and insecurity. The scope for innovation exists at multiple stages of

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[107] Universal Declaration of Human Rights (1948), preamble.
[108] MOPAN 2020 Assessment Cycle, Draft Institutional Assessment: UNDP, Version 16 July 2021 notes that much of UNDP's work has an implicit human rights focus.
[109] UNDP Strategic Plan 2022–2025.

programming—from the design and implementation of interventions to strengthening their transformative effect. Innovation is about embracing new ways of thinking. Behavioural science and systems thinking, for example, offer opportunities for multidisciplinary collaboration around designing and implementing responses to complex challenges. However, they have been underutilized in the rule of law and human rights fields thus far. New technology has the potential to become a powerful tool for enabling greater access to justice. New tools and approaches can better enable data gathering and analysis to inform institutional transformation. The Global Programme will support the development and testing of these potentially transformative approaches and learning from them to inform current and future interventions, including by leveraging the expertise across UNDP (such as the Accelerator Labs Network and Integration Facility)[110] and strengthening its MEL capacities to ensure that innovations and their results are better captured and shared.[111]

3. A strategic approach to partnerships

The Global Programme galvanizes and maintains a wide range of strategic relationships and substantive and financial partnerships to support the promotion of rule of law and human rights in policy and programming. These include alliances with UN and non-UN entities and organizations, donors and national governments, civil society, the private sector/businesses, research institutions and think tanks (for details, see Section 3.2: Partnerships). It contributes to UNDP's integrator role, including by hosting and/or participating in UN System-wide partnerships and through its commitment to ensuring greater coherence and complementarity through the One UN approach and the Triple Nexus. The Global Programme will strengthen existing partnerships and build new coherent synergistic partnerships and coalitions at all levels to complement its efforts to advance programme goals and work in emerging areas, for example, on youth and justice, the human rights implications of climate change, and e-justice.[112] The Global Programme will bring its convening power and thought leadership to its collaborations with and support to international efforts—such as those led by the Pathfinders for Peaceful, Just and Inclusive Societies (the Pathfinders)[113] and the Justice Leaders[114]—to advocate for stronger political commitments to the achievement of SDG16+ and increased development funding for rule of law, justice, security and human rights.

4. Integrated responses to complex challenges

The root causes and the effects of inequality, injustice and insecurity are complex challenges that cannot be solved with technical fixes alone. The Global Programme promotes a problem-driven, participatory approach to addressing these complex, context-specific challenges. Being intentionally integrated as a team means harnessing multidisciplinary skills and knowledge across the entire Global Programme to unpack the challenges that have been identified and co-create solutions that may involve leveraging linkages across a range of programme areas, such as gender justice and digitalization, business and human rights and gender, or justice and climate security. It also requires harnessing the array of perspectives, expertise and experience that exist across UNDP itself. The GPN is a key platform for enabling more deliberate integrated efforts. For example, bringing together rule of law and human

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[110] See https://sdgintegration.undp.org/global-initiatives.

[111] ISSAT noted in the draft Final Report that, "significant innovation is occurring in country projects and programmes. This innovation is poorly captured at both country and the Global Programme levels, missing an opportunity to highlight some of the innovative and good work that is being achieved".

[112] MOPAN 2020 Assessment Cycle, Draft Institutional Assessment: UNDP, Version 16 July 2021, where it noted that UNDP partnerships should focus not only on how UNDP can add value to others, but how others can complement its own gaps.

[113] See https://www.sdg16.plus/.

[114] See https://justiceleaders.org/.

rights, conflict prevention, climate security, social cohesion and peacebuilding perspectives, to advance prevention, recovery and stabilization goals.

5. An enhanced and responsible development financing environment

UNDP is working with governments and the private sector to better help countries adopt a coherent strategy to mobilize and align public and private capital flows responsibly in support of their development priorities.[115] The Global Programme contributes to this corporate effort by ensuring that standards for financing frameworks adhere to human rights norms. Its engagement with governments, businesses and other partners, including through the application of the UN Guiding Principles on Business and Human Rights, recognizes that the rule of law and human rights are central to enabling countries to mobilize and use resources effectively, efficiently and transparently and investors to commit private capital securely. They are also key to creating an enabling environment for financing sustainable development.[116] Addressing the justice gap and advancing the achievement of SDG16+ requires significant investment not only by governments but also by the private sector. The Global Programme supports international efforts to advance the "business case" for justice by leveraging its policy influence, convening role and reputation as a thought leader. These efforts include those of organizations such as The Hague Institute for Innovation of Law, the Task Force on Justice, the World Bank and OECD and others.[117] The Global Programme recognizes that there are often tensions between the development agenda and security/stabilization objectives of overseas development aid. Through its partnerships, thought leadership and policy work, the Global Programme is committed to supporting greater coherence and more strategic convergence across these objectives and ensuring a more holistic approach to advancing rule of law, justice, security and human rights, especially in fragile and conflict-affected settings.[118]

6. Inclusive, rights-based and sustainable digitalization

Digitalization can be a powerful tool for advancing development, including rule of law, justice, security and human rights, when it is used to respond to problems that have been clearly identified, is tailored to the context, is used within a broader strategic approach to address root causes of weaknesses of rule of law and adheres to human rights standards and safeguards. The experience of UNDP[119] and other organizations reveals that small technological innovations can have major impacts on systems with limited capacities and resources.[120] During COVID, resistance to technological change dropped as decision makers, public officials and system users acknowledged the need for new ways of meeting people's needs and the convenience of these. At the same time, safeguards and due diligence are required to ensure that digitalization and the use of technology does not reinforce inequalities and injustices, violate rights and freedoms, enable harmful and discriminatory practices or deepen the digital divide. Governance and accountability gaps must be addressed. The Global Programme supports rights-based digitalization as a tool for addressing immediate development needs and advancing structural transformation.

c) Mechanisms for change: the Global Programme's toolkit

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[115] UNDP Strategic Plan 2022–2025.

[116] The Global Programme has advocated the incorporation of the UN Guiding Principles on Business and Human Rights in the SDG indicators framework and will continue to be an internal watchdog to promote adherence to those standards.

[117] https://www.hiil.org/news/building-the-business-case-for-financing-justice/.

[118] OECD DAC (October 2016), Security, Justice and Rule of Law Survey.

[119] For example, in Brazil, UNDP partnered with the National Council of Justice in developing an AI solution to analyse courts' data and identify causes of gaps in the judicial process, thus contributing to improving efficiency and resource allocation within the country's justice system.

[120] See for example, https://innovatingjusticeforum.hiil.org/.

The five principles and six enablers form the foundation upon which the Global Programme mobilizes its tools to influence change. The Global Programme operates in all five UNDP regions, where contexts are dynamic and complex. While the general challenges in some of these contexts are similar—ranging from barriers to access to justice or weak rule of law institutions to community insecurity and violence or lack of respect for human rights—the specific responses needed will vary greatly depending on these contexts.

Through its thematic experts and regional advisers in each of the five UNDP regions, the Global Programme provides bespoke, tailored support to the full range of development contexts, with a strong focus on fragile, conflict and crisis-affected contexts. It responds to specific requests for assistance from UNDP Country Offices and regional hubs by drawing on its toolkit of services and support, which includes:

- Technical (thematic and contextual) expertise across the programme's portfolio
- Strategic support, including regional/country/situation analysis; project design and strategic planning
- Funding
    - Mobilizing non-pipeline funding
    - Providing catalytic funding (pipeline funding)
- Strategic, financial (donor) and substantive partnerships, such as with UN Women, the UN Human Rights Office, the Tripartite Partnership, the GFP, the Pathfinders, Folke Bernadette Academy, the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration (IAWG-DDR), the Inter-Agency Security Sector Reform Task Force (IASSRTF), UNPRPD (Partnership of the Rights of Persons with Disabilities), etc.
- Policy support and development at the national, regional and global levels
- Knowledge and thought leadership within UNDP and globally
- Agile capacities, including the rapid mobilization of financial and human resources to support crisis response, risk management and prevention efforts.

Further, the programme's regional and thematic advisers ensure that the Global Programme is well-attuned to ever-changing regional political and conflict dynamics. They are alert to these and able to mobilize expertise and resources across the programme to respond to new and potential opportunities for change, and to ensure that exchanges of knowledge and information happen not only between Country Offices within a region but also across regions. A sample of some of the critical region-specific focus areas for the Global Programme in 2021, and which will continue into the new Phase IV, are presented in Table 2.

Select examples of how the Global Programme's toolkit can be mobilized to influence change are provided in Box 1. Concrete strategies for change are articulated in detail in Section III under each of the six outputs.

Table 2: Select focus areas for the Global Programme by region.

Asia and the Pacific (RBAP)	Latin America and the Caribbean (RBLAC)	Arab States (RBAS)	Europe and Central Asia (RBEC)	Africa (RBA)
e-justice Gender justice Business and human rights Access to justice and NHRIs People-centred security and justice	Rule of law and COVID response Climate justice and security Migration Constitution-making People-centred security and justice e-justice Business and human rights Gender justice	Responsive programming in contexts of fragility and protracted conflict Gender justice People-centred security and justice Business and human rights Digitization in justice sectors	Digital technology and human rights Business and Human Rights Rule of law and COVID response NHRIs and human rights defenders People-centred security and justice	Climate justice and security People-centred security and justice Youth as agents of change Access to justice and Judicial accountability mechanisms Business and human rights Gender justice

Box 1: The toolkit in action—a snapshot of how the Global Programme can influence change

The Global Programme supports UNDP Country Offices across the development spectrum, with a strong focus on contexts affected by fragility, conflict and crisis. Immediate support may include the rapid mobilisation of funds and/or technical expertise in a moment of crisis. For example, during the onset of the COVID-19 crisis, the Global Programme rapidly re-allocated $1.8 million to 16 contexts, including the Central African Republic, Somalia and Mali. It facilitated exchanges of information among Global Programme partners on COVID-19 responses and provided technical assistance in developing emergency strategic plans to respond to the pandemic.

Pipeline funding is complemented by the provision of technical advice and strategic support in the design and delivery of interventions. Global Programme regional and technical advisers regularly support the design of Country Office projects and programmes, including by drawing on experiences and lessons from other contexts. For example, contexts such as Palestine, Fiji and The Gambia provide key lessons regarding digital innovations for people-centred justice.

The Global Programme facilitates knowledge sharing and exchanges between UNDP Country Offices within and across regions and globally. The Annual Meeting on Rule of Law and Human Rights is a significant event that promotes exchanges between Member States, practitioners, UNDP and UN experts, ministerial-level national counterparts and representatives from think tanks, academia and civil society on the current development context in relation to the rule of law, justice, security, and human rights. In 2020, over 1200 people participated in this virtual event. The Global Programme ensures that lessons from programming in areas such as transitional justice and reintegration are fed directly into global level policy documents and guidance.

Technical and regional advisers work together to identify and respond to changing context dynamics and emerging opportunities for advancing rule of law and human rights. Advisers guide, lead, and/or participate in country-level assessments that include NHRI capacity assessments, human rights due diligence capacity assessments for companies in Nepal or supporting UNDP Bosnia and Herzegovina to conduct a rapid assessment of the pandemic's impact on the rule of law, security and justice systems in the country.

The Global Programme is committed to ensuring interventions are grounded in strong situational and political analysis and are conflict-sensitive. For example, in Bolivia, support for judicial system reform was informed by a comprehensive stakeholder analysis and based on a do no harm approach.

Country offices regularly seek out the specialist technical support available within the Global Programme. In Chile, for example, the provision of in-house constitutional expertise by the Global Programme enabled the Country Office to assist national authorities to adjust voting procedures in light of the COVID-19 pandemic in order to facilitate a safe and participatory constitutional plebiscite in October 2020.

The Global Programme provides strategic support virtually and in-person to ensure that Country Office interventions integrate a human rights-based approach across their programming. Support can include direct technical advice through to the development of global policy and guidance tools. For example, the Global Programme co-developed the Checklist for a Human Rights-Based Approach to Socio-Economic Country Responses to COVID-19, which was widely rolled out by UN country teams. The Global Programme continuously supports Country Offices through technical, financial and policy support to promote women's legal protection, gender-sensitive justice and security sector reforms, the development of legal aid services and women's meaningful inclusion in transitional justice mechanisms and constitutional reforms.

The Global Programme engages in strategic partnerships that advance its commitment to principles of gender equality and people-centred justice and security. The UN Women–UNDP partnership, for example, seeks to empower women to seek solutions and provide them with quality services throughout their justice journey using a people-centered approach.

Figure 1: Summary of the Global Programme's Strategic Approach (the Strategic Framework)
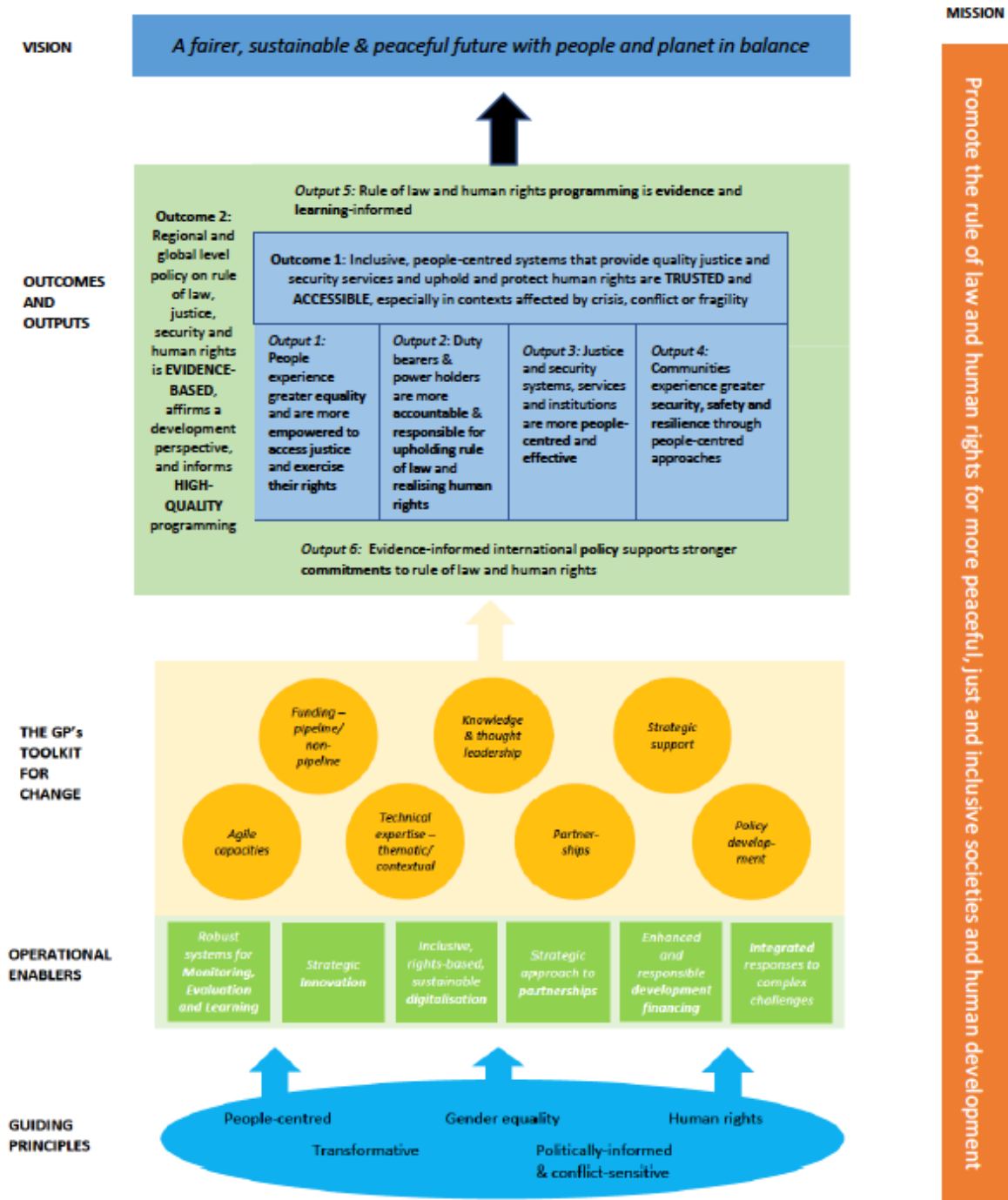
III.   RESULTS AND PARTNERSHIPS

3.1 Expected results

a) Introduction

The Global Programme will contribute to the high-level theory of change described in Section II by applying its principles, enablers and tools to achieve the strategic outcomes and outputs detailed in this section. These desired results reflect the integrated, multidisciplinary nature of the Global Programme. They also intend to capture the full scope of the influencing capacity and impact of the Global Programme at the country, regional and global levels.[121]

The results build on the successes, experience and learning of the Global Programme during Phase III, the MTE, the series of ISSAT-led country-level evaluations, the 2017 internal theory of change review carried out by Clingendael Institute, other relevant UN and external evaluations and studies and the internal and external consultations conducted during the development phase for Phase IV.[122]

The Global Programme is committed to continuing its core assistance in key areas such as strengthening the promotion and protection of human rights; strengthening justice and security institutions and systems; ensuring greater access to justice and more people-centred security; addressing the human rights, justice and security needs of excluded, marginalized and vulnerable persons and groups affected by conflict or in contexts of transition; promoting participatory and inclusive constitution processes; and rehabilitation and reintegration.

Since 2016, UNDP has been a key player in the burgeoning area of business and human rights, with notable successes in Asia.[123] It began to scale this programming globally in 2020, and further expansion of this work will be a focus of the programme in Phase IV. It will also continue to harness its multidisciplinary technical expertise to support areas of emerging importance for UNDP and the global community, including climate justice and the human rights implications of climate change[124] and e-justice and digitalization.

An analysis is currently being undertaken within the Global Programme to identify trends, opportunities and entry points for impactful programming and policy contributions. At the time of drafting this document, a policy piece to articulate the Global Programme's position on climate justice and a technical offer for catalysing and scaling up green justice and human rights initiatives at the country level were being developed. A small number of country contexts

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[121] Findings from the Global Programme's internal strategic thinking workshop to inform Phase IV development, held on 4 and 6 May 2021, showed that in Phase III reporting was weighted towards achievements at the country level only, without fully capturing the large investment of technical resources made in strengthening programming and policy regionally and internationally. Phase IV explicitly addresses this imbalance.

[122] Evaluations and studies included, for example, the UNU Study, MOPAN evaluation and the IEO/UNDP Evaluation.

[123] UNDP (2021), Reaching All Corners: the Impact of UNDP's Business and Human Rights Programme in Asia and Around the World, Briefing Note. For example, UNDP supported Thailand in becoming the first country in Asia to adopt a stand-alone National Action Plan (NAP) for Business and Human Rights (in 2019). UNDP is currently supporting India, Indonesia, Malaysia, Mongolia, Pakistan, Nepal and Viet Nam in developing NAPs; the UNDP-drafted "Human Rights Due Diligence and COVID-19: Rapid Self-Assessment for Business", a user-friendly toolkit for companies, was downloaded 10,000 times, translated into 10 languages and adopted by international business associations including the International Organisation of Employers and amfori (the global business association).

[124] For example, in Latin America and the Caribbean, the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (the Escazú Agreement) which entered into force in April 2021 is a significant step forward for climate action in the region, see https://www.cepal.org/en/escazuagreement.

are being supported to pilot climate justice-related interventions. The Global Programme was also concluding a consultative Human Rights Strategic Reflection process to develop an evidence-based, forward-looking set of recommendations for UNDP's human rights programming beyond 2021. The Global Programme is also currently finalizing a people-centred security strategy with the support of the Folke Bernadotte Academy. These processes and the final evaluation of Phase III that will be conducted in early 2022 will guide programme decision-making around specific thematic and regional strategies and interventions in Phase IV. These strategies, along with the Global Programme's annual work plans for the thematic and regional teams, as well as the criteria for pipeline funding (see Section 4.2: Project management) will explicitly align with and contribute to the overarching programme outcomes and outputs detailed below and summarized in the results framework in Section V.

Importantly, the strategy detailed in this document is guided by and aligned with the UNDP Strategic Plan 2022–2025. It specifically acknowledges and supports UNDP's three priority directions of change, which aim at **structural transformation** (responding to both immediate needs and supporting change in underlying systems and structures); **leaving no one behind** (ensuring the protection and promotion of human rights, addressing inequality, empowering people and enabling human agency); and **building resilience** (strengthening countries and institutions to better mitigate and respond to diverse risks). The Global Programme directly contributes to the UNDP signature solutions of **Governance**, and **Resilience**, while also supporting organization-wide efforts related to **Environment** and **Gender**. The Global Programme contributes to the measurement of several specific indicators related to the UNDP Strategic Plan 2022–2025, and which are included in the results framework in Section V. Finally, the Global Programme's Phase IV priorities are informed by and aim to strengthen specific focus areas for UNDP corporately, such as digitalization, strategic innovation, knowledge and continuous learning and impact measurement.[125]

b) Phase IV programme outcomes and outputs

The Global Programme has two interconnected programme outcomes and six programme outputs reflecting the "upstream" and "downstream" nature and influence of the programme. They articulate the change that the Global Programme seeks to achieve during Phase IV and are guided by and will ultimately inform the theory of change (see Section II: Strategy). Gender is a cross-cutting issue that is mainstreamed across the programme, its outcomes and outputs. The programme outcomes and outputs contribute to all three UNDP Strategic Plan Development Outcomes, particularly Outcome 1. The two outcomes are integrally linked and mutually supporting—Outcome 2 is conceptualized as contributing to creating an enabling environment for the achievement of Outcome 1 (see Figure 1).

Programme Outcome 1: **Inclusive, people-centred systems that provide quality justice and security services and uphold and protect human rights are trusted and accessible, especially in contexts affected by crisis, conflict or fragility***.*

This outcome reflects the "downstream" focus of the programme and its ability to support UNDP Country Offices and regional hubs to better enable and ensure:

- people's agency and participation in efforts to strengthen rule of law, justice, security and human rights, including access to justice (see Output 1);

- duty-bearers and power-holders are accountable for their actions and uphold their obligations and responsibilities for protecting and promoting human rights and ensuring rule of law (see Output 2);

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[125] See UNDP Strategic Plan 2022–2025, Section V.

- systems, services and institutions have the resources and capacities to address people's everyday justice and security needs and protect their human rights as a key step towards becoming more trusted and transformed (see Output 3); and

- communities experience greater safety, security and resilience (see Output 4).

Programme Outcome 2: **Regional and global policy on rule of law, justice, security and human rights is evidence-based, affirms a development perspective and informs high-quality programming.**

This outcome reflects the Global Programme's upstream nature and influence and its ability to ensure that:

- data and learning captured through robust MEL systems inform high-quality rule of law, justice, security and human rights programming by UNDP and others (see Output 5); and

- evidence and learning-informed and high-quality regional and international policy and agenda-setting support efforts to build political will for and advance rule of law and human rights priorities at the country level (see Output 6).

The six outputs that will support the achievement of the two outcomes are described below. The outputs are inextricably linked, and areas of work may straddle one or more output—for example, social accountability-focused interventions will likely address elements of both outputs 1 and 2. Interventions to increase the accountability of justice and security actors may include elements of outputs 2, 3 and 4.

Each output description includes an overview of the core assumptions and learning underpinning the output; the desired change to which output interventions aspire (these will inform the development of context-specific measurement indicators and theories of change developed during Phase IV); an overview of how the foundation elements of the theory of action described in Section II can be mobilized to effect change; and a non-exhaustive summary of the key activities that will contribute to the realization of each output.

This output structure promotes an integrated, multidisciplinary approach (the achievement of each output will require interventions across several or all of the Global Programme's thematic areas). It also recognizes that specific interventions need to be problem-driven and designed based on a solid understanding and analysis of the specific context.[126] The structure intends to support the development of bespoke hypotheses, measurement indicators and strategies for change that will contribute to the Global Programme's overall theory of change and analysis, whether at the country and regional levels or within the thematic areas of the programme itself.[127] This theory of change-focused approach will be led by the Global Programme's MEL and Innovation Unit and is further explained under Output 5.

Output 1: Legal frameworks and underlying norms and practice are more inclusive and non-discriminatory, and people have greater agency and opportunities to know and claim their rights, solve disputes and seek redress for rights violations

This output focuses on strengthening human agency to challenge and overcome discrimination and exclusion and inequalities that seed injustices and insecurity. It focuses not only on conflict and crisis response but also on anticipating and preventing conflict. The Global

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[126] The Clingendael theory of change report notes that, "assumptions can cover a wide range of issues, including politics, the way society functions, the local culture, history, and economics". Further, "assumptions that projects are based on, especially in dynamic environments, need to be regularly tested in order for projects to remain current".

[127] This approach was recommended by ISSAT and will be further developed by the MEL and Innovation Unit, in consultation with ISSAT and others. See ISSAT draft final report.

Programme seeks to curb inequalities and confront discrimination that remain severe obstacles to human development through its promotion of the rule of law and human rights. Pervasive and structural inequality and discrimination undermine the social contract and compound social exclusion and marginalization, negatively impacting people's dignity and prosperity, fuelling social tensions and conflict, and contributing to displacement and migration. Ensuring that governments uphold the rule of law and respect human rights and deliver fair, inclusive legal frameworks—including constitutional frameworks and policy frameworks—is critical for rebuilding trust between governments and their constituencies and strengthening the social contract.[128]

The resilience of a society to internal and external stresses—including crisis, conflict, natural disasters, climate and social and economic shocks—is greatest when rule of law institutions are accountable and effective, where there is an informed, empowered and active citizenry that is aware of and able to claim their rights, and when the civic space is protected and inclusive.[129] The importance of inclusion and equality for a peaceful and just future is highlighted in the SDGs, including SDG16 and SDG10, and is fundamental to the commitment to leave no one behind. Persistent, structural obstacles to gender equality must be addressed, and the voices of women and youth must be amplified to ensure their active and meaningful participation and influence within societies today and for future generations.[130] Challenging and changing the systems and structures that enable and perpetuate inequality and exclusion is a complex and inherently political endeavour that requires changes not only to laws and policies but to attitudes and behaviours.[131] UNDP's 2020 Gender Social Norms Index revealed that 91% of men and 86% of women showed some form of clear bias against gender equality in the areas of politics, economics, education and physical integrity.

Transformative change requires building alliances and coalitions for change and supporting change agents within communities and institutions.[132] It requires that people know their rights, have opportunities, agency and capacities to claim those rights (enabled by legal and policy frameworks), and to participate in and influence decision-making processes that affect those rights (for example, constitution-making processes or national action plans related to human rights or the justice sector). Access to justice is instrumental to supporting inclusion and

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[128] A legal framework may include many subsystems, such as formal state laws, customary and traditional practice or laws, religious legal systems or international law. It is understood here to include constitutional and other legislation, strategies and policy, rules and regulations. See World Bank (2011), World Development Report, https://openknowledge.worldbank.org/handle/10986/4389; World Bank/United Nations (2018), Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict, https://www.pathwaysforpeace.org/.

[129] V-Dem report.

[130] WPS Agenda.

[131] The ISSAT Jordan evaluation noted that the project was highly effective in providing legal aid to vulnerable communities, and a main achievement was overcoming the latent culture of shame that dissuades women from reporting SGBV and domestic abuses.

[132] Vivienne O'Connor (2015), A Guide to Change and Change Management for Rule of Law Practitioners. See also lessons from the ISSAT Palestine evaluation that noted the challenges that UNDP faced in advancing the rights of women and girls through legislative reforms, and the recommendation to engage a wider variety of stakeholders in coalitions for change. At the same time, UNDP's policy contributions to the development of SOPs for prosecuting violence against women cases notably enabled more coherence in both prosecutors approaches and court behaviour, leading to a 31% increase in convictions for these cases. The IEO/UNDP Evaluation noted that UNDP's sustained support to legal aid providers, law schools and law clinics had a tangible and sustainable impact on access to legal aid for vulnerable populations. Successive classes of graduating law students went on to populate public and private sector institutions, raising their capacity and creating a self-sustaining pull for further change.

combating discriminatory practices, and achieving access to basic services.[133] At the same time, decision makers need the knowledge, capacities and will to facilitate participatory and inclusive processes and respond to these demands.[134] When the interests of excluded and marginalized people and groups are appropriately represented in policy- and decision-making processes, it is expected that resulting policies and decisions will be more aligned to their needs, thereby increasing the legitimacy of the institutions and government duty-bearers and building trust and the social contract.[135]

Human rights defenders, including civil society and NHRIs, promote human rights, through advocacy, awareness and human rights education, which can have a ripple effect within local communities. They also respond to and challenge state actions that violate rights. For human rights defenders to fulfil their critical role as agents of change, they require support both in building their capacity to promote and advocate for human rights and also preventing reprisals and enabling an expanded civic space.[136] Digital technologies provide new means to advocate for, defend and exercise rights, however, they also can be used to violate rights, especially those of people who are already vulnerable or being left behind. Overall approaches to addressing discrimination in access to digital solutions are required, along with constancy in considering human rights-specific risks in digital approaches, which can further exclusion and discrimination.

The Global Programme's efforts within this output will contribute to the following aspirations:

- People—especially the marginalized, excluded and furthest behind—have the knowledge and tools needed to engage with the laws and systems (including formal and informal justice actors, local government and public service providers) to claim their rights, solve disputes and seek redress for violations of those rights.
- Governments have an evidence-based understanding of how laws and policies compound inequalities and have the commitment and political will to eliminate discriminatory laws, policies and practices.
- Human rights actors and systems—including civil society organizations, human rights defenders and NHRIs—have the necessary freedoms and capacities to act as catalysts of change for a culture of respect for equality and non-discrimination and the elimination of

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[133] For example, in 2020, in Kyrgyzstan, legal aid hotlines were set up to help marginalized persons in border areas; in Lebanon, the Bar Association delivered free legal aid services to survivors of gender-based violence and migrant workers. See ROLSHR Annual Report 2020.

[134] For example, the ISSAT Colombia evaluation noted that UNDP's influence was notable at the national level where support provided contributed to the adoption of key legislation to translate the Peace Agreements into a concrete normative reality.

[135] For example, in South Sudan, UNDP's technical and advisory constitutions support enabled the Ministry of Justice and Constitutional Affairs to secure a renewed political commitment on the part of the Council of Ministers to initiate the permanent constitution-making process, transitional justice and judicial reforms. The decision laid the foundation for nationally led progress in these developments through evidence-based approaches, inclusive decision-making and consensus of all affected stakeholders, including women and youth. In Colombia, UNDP's promotion of non-discrimination as a norm was observed through the overall increase in gender parity and representation of ethnic minorities in UNDP-supported projects (see ISSAT Colombia Evaluation).

[136] In the Ukraine, UNDP fostered partnerships with both civil society and the government to promote better coordination and to support CSOs to monitor human rights and access to justice at local and regional levels. Experience and knowledge from UNDP's human rights training delivered to a CSO network cascaded to smaller CSOs and local communities, resulting in community representatives engaging in planning and implementing advocacy for adoption of human rights based subnational policies, the inclusion of vulnerable groups in decision-making processes and raising public awareness. UNDP has jointly been working with OHCHR and the Global Alliance of National Human Rights Institutions (GANHRI) to support NHRIs facing reprisals.

harmful social norms and practices and to hold governments accountable for their commitments to end discrimination and inequality.

- Empowered people—especially youth, women and other marginalized groups—have the opportunities, agency and capacities to represent their interests in decision-making processes, and policymakers have the knowledge and capacities to respond to these societal demands.

A Strategy for Change:

The Global Programme will **support** UNDP Country Offices and regional hubs to apply a **people-centred approach** for addressing the justice needs and rights of the disadvantaged, excluded and marginalized and those experiencing inequality and discrimination. Specific emphasis is placed on people experiencing intersecting layers of discrimination, exclusion and inequality such as women and girls, people in conflict, youth and children, refugees and migrants, detainees, persons with disabilities and indigenous peoples. Support includes empowering people, groups and communities to better understand and be able to claim their rights (through formal and informal avenues) and to have access to remedies when rights are violated through access to justice (including legal empowerment and legal aid initiatives). Specific areas of focus may include land-use, water, extractive industries, legal identity and access to public services.

By promoting a **human-rights–based approach** in digitization, the Global Programme will support UNDP Country Offices and regional hubs to realize the positive dimensions of digitalization, including for human rights promotion and advocacy, and better manage risks of exclusion and marginalization within the digital sphere.

By applying a **transformative approach,** the Global Programme will provide technical expertise and tools to enable UNDP Country Offices and regional hubs to better analyse the many dimensions of inequality, including intersectional frameworks and power dynamics.[137] The Global Programme will support country- and regional-level exchanges of knowledge, learning, tools and expertise related to **data management systems** for the generation of evidence to support public policy- and decision-making.[138]

The Global Programme will facilitate, develop and strengthen **strategic relationships and partnerships** that enable innovative country- and regional-level programming aimed at tackling the root causes of inequality and discrimination. Partnerships will include the continuation of a UNPRPD-funded partnership with UN Women responding to the growing intersectional inequalities faced by women and girls with disabilities; engaging UNDP's Accelerator Labs in Asia to explore the role of behavioural insights for affecting attitude and behaviour change and expanding the existing successful partnerships with UN Women to advance gender justice[139] and with UNHCR to improve the lives of the displaced and host communities.

Addressing inequality and discrimination is firmly ground in fundamental **human rights** obligations.[140] The Global Programme will maintain and expand its **strategic partnerships**

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[137] Under the RBAS Gender Justice and Equality Before the Law Regional Project (implemented jointly with UN Women, UNFPA and ESCWA), researchers gathered data and analysed a range of laws and policies from almost all 20 countries in the Arab States region through a gender equality lens, including representation in public bodies; GBV; inheritance; nationality; labour laws and sexual and reproductive rights.

[138] See for example, good practices from UNDP Palestine (See the ISSAT Palestine Evaluation) and the UNDP INFOSEGURA regional project in the Latin America and Caribbean region.

[139] For example, the UNDP/UN Women Gender Justice Partnership supported the development of a national roadmap for legislative reform in Ethiopia to address laws that discriminate based on gender.

[140] Universal Declaration of Human Rights (1948), Articles 1 and 2.

(such as the Tripartite Partnership)[141] to support regional and global NHRI networks, including through capacity assessments and by supporting NHRIs to engage governments and the judiciary on human-rights–related **policy development** and to **build coalitions for change**. The programme will continue to provide **technical and strategic support** at the national, regional and global levels to promote and support civil society participation and protect human rights defenders from threats and attacks. The Global Programme will also promote an enabling legal environment for these individuals' and groups' work at the national and international levels while focusing on how to foster civic and human rights education and awareness. **Strategic partnerships**, such as the UNDP–OHCHR–UN Women Human Rights Defenders partnership in West Africa, will support specific regional interventions focused on better enabling the work of human rights defenders, including women and youth (see Section 3.2: Partnerships).

Technical assistance will be provided to support Member States and national institutions in domesticating international treaty obligations into national frameworks or establishing oversight bodies mandated through international law such as National Preventive Mechanisms to monitor places of detention, mandated by the Optional Protocol to the Convention Against Torture, Degrading and Inhuman Treatment or Punishment.[142]

Activities may include:

- Reducing discrimination, exclusion and inequality by promoting cultural, economic, social, civil and political rights for the excluded, marginalized and vulnerable, such as through legal empowerment and legal aid interventions for increasing access to justice and basic services. Specific attention will be paid to the justice needs of women.
- Supporting gender justice initiatives to tackle discriminatory social norms and systems, structures, policies and practices, including through the application of innovative tools and approaches.
- Strengthening the capacities of national human rights systems, including NHRIs, anti-discrimination bodies, civil society, community networks and others to mobilize and engage decision makers in advancing human rights promotion and protection, in particular on issues such as indigenous people's rights, women's rights, land and conflict issues, business and human rights and extractive industries.
- Supporting the development and implementation of participatory and inclusive constitution-making processes to strengthen social cohesion through the development of constitutional frameworks that promote good governance, reduce discrimination and inequality and protect marginalized and vulnerable groups.

Output 2: Mechanisms to hold duty-bearers and power-holders to account in order to ensure the rule of law and promotion and protection of human rights are in place and actively used

This output focuses on how to hold duty-bearers and power-holders accountable and ensure that they uphold their obligations and responsibilities towards protecting and promoting human rights and ensuring rule of law. The rule of law and human rights essentially constrain the arbitrary exercise of power and enable those in power to be held accountable for how they wield their power. But threats of arbitrariness are not a state monopoly. The Global

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[141] The MTE noted that the partnership has enabled more coherent and coordinated UN system-wide support to NHRIs and has been recognized as an example of good practice by the UN Secretary General, the General Assembly and Human Rights Council.

[142] See the Digital Mapping: Justice and Deprivation of Liberty in Latin America and the Caribbean project to collect official data on the measures implemented by 31 countries in the region to respond to the COVID-19 pandemic in places of detention.

Programme understands the diversity and multiplicity of power distribution in today's world and recognizes the wide range of duty-bearers and power-holders, many of whom are outside of the state infrastructure and who operate at different levels and within different spheres of influence.

These actors—which include corporations, non-state organizations such as terrorist organizations, powerful economic and social elites, international financial institutions and regional intergovernmental bodies—can act with impunity and exercise their power in ways that can contribute to inequality, rights violations, injustice and insecurity and undermine the social contract. Ensuring their accountability requires a range of responses. For example, advancements in areas such as business and human rights and environmental justice are positive recent trends for increasing the responsibility and accountability of the private sector and governments for human rights.[143] However, the significant power of business and potential for abuse of that power (for example, labour rights violations, environmental damage, land grabbing, digital privacy) remains a pressing concern. Further, special attention needs to be given to the unique experience of women, including girls, who face multiple forms of discrimination and experience additional barriers in seeking access to effective remedies for business-related human rights abuses.[144]

In contexts of crisis, conflict, transition and fragility, the needs for accountability for grave rights violations and responsibility for an enabling political environment for sustainable peace are even more acute. In the Western Balkans, UNDP's interventions show that a holistic, people-centred approach to accountability for war crimes is a critical prerequisite for reconciliation and the restoration of social cohesion and trust.[145] Lessons from transitional justice contexts like South Africa, Sierra Leone and Rwanda also emphasize that accountability needs to be understood in a broader sense than only criminal punishment and from the perspective of those who have suffered harm. Access to socio-economic, legal and political justice should be prioritized alongside the delivery of justice for mass atrocities if a society is to truly transform.[146] When the economic, social and political injustices experienced by women are left unaddressed, there is a risk of perpetuating and reinforcing the very power imbalances and inequalities that may have contributed to conflict in the first place.[147]

Those who benefit the most from unjust and unequal systems and institutions are most likely to resist efforts to redistribute power and resources. A wide range of state and non-state actors, including businesses and civil society, and broad, inclusive alliances are needed to support the process of building and maintaining political will for a society based on a shared commitment to strengthening the rule of law and protecting, respecting and upholding the rights of all people, both current and future generations.[148] For example, UNDP's work to foster

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[143] For example, recently, a Dutch court ordered Shell's Nigerian subsidiary to compensate farmers for damage to their land caused by oil leaks—the first time a Western court ordered a multinational company to pay damages for environmental harm caused in a non-Western country.

[144] https://www.ohchr.org/EN/Issues/Business/Pages/GenderLens.aspx.

[145] https://www.eurasia.undp.org/content/rbec/en/home/governance-and-peacebuilding/Rule-of-law-justice-security-human-rights/Supporting-transitional-justice.html.

[146] In the report From Justice for the Past to Peace and Inclusion for the Future: A Development Approach to Transitional Justice, UNDP showcases best practices, national cases and good examples of alliances, making visible the work carried out in more than 15 contexts for more than ten years.

[147] Tendaiwo Peter Maregere, Justice in Transition and the Complexities of Access, ACCORD, Conflict Trends 2017/2, https://www.accord.org.za/conflict-trends/justice-transition-complexities-access/.

[148] For example, in Colombia, UNDP's support to building alliances between local civil society and local and national government allowed national institutions to access vulnerable groups that were historically disconnected from state services. Increased trust and cooperation between local CSOs and government helped increase the protection of human rights defenders. See DCAF-ISSAT, Evaluation of the UNDP Rule of Law Programme in Colombia, Final Report, 33.

the implementation of the Human Rights Council's Universal Periodic Review process and treaty body recommendations at the national level has created major opportunities that have been leveraged to mobilize political will and support for human rights protections.[149] Yet these multilayered stories of change and the lessons they generate are often not fully captured and articulated within programme results reporting or shared to enable stakeholders to learn and identify good practices.[150] Accountability mechanisms can be vertical (e.g. elections),[151] horizontal (e.g. an ombud or judicial reviews of the constitutionality of executive decisions)[152] or social (e.g. citizen-led monitoring mechanisms).[153] Many types of accountability mechanisms are available, ranging from local or national mechanisms to regional and global mechanisms. Where states are accountable under international human rights mechanisms, the Universal Periodic Review (UPR) process, the human rights treaty bodies and special procedures are important accountability mechanisms.[154] The recommendations and reviews from treaty bodies and the UPR and the thematic recommendations from special procedures of the HRC are an important road map for the UN System to engage with and provide support and foster technical cooperation towards the implementation of recommendations at the country level.[155] This is also critical to achieving both the SDGs and the prevention and sustaining peace agendas.[156] However, the systems in place to support human rights and SDGs often operate in siloes at the country level. Integrated approaches are not widespread, and support is needed to address this technical cooperation gap.

The Global Programme's efforts within this output will contribute to the following aspirations:

- Duty-bearers (including state justice and security actors) have the commitment and political will to be accountable and responsible for ensuring the rule of law and respect for human rights and changing policies and practices to prioritize accountability mechanisms, including transitional justice mechanisms.

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[149] For example, the Global Programme was able to leverage opportunities raised by the UPR process for Thailand, to offer technical support to the government of Thailand to advance commitments to business and human Rights. In 2019, Thailand became the first country in Asia to adopt a stand-alone National Action Plan (NAP) for Business and Human Rights.

[150] See ISSAT draft final report.

[151] In Chile, for example, UNDP assisted the national legislative and electoral authorities to adjust voting procedures during the COVID-19 pandemic to facilitate a safe, participatory constitutional plebiscite in October 2020. UNDP unrolled a nationwide civic education campaign to inform citizens on the issues and procedures around the plebiscite, with a particular focus on women. As a result, electoral participation increased by more than half a million votes in comparison to the previous election.

[152] The ISSAT Colombia Evaluation noted that UNDP's support to the Ombudsman Institution increased and improved the articulation and coordination with state institutions responsible for the implementation of the Peace Agreements.

[153] The ISSAT Palestine Evaluation noted the programme's successful support to strengthening civil society accountability through the development and implementation of the court monitoring project. Nine CSOs monitored over 10,000 court hearings in 2019. However, it was unclear whether the monitoring data was able to be used to advocate for reform priorities, or identify systemic challenges regarding court adherence to official process and laws.

[154] Nearly all member states engage with the UPR process of the Human Rights Council.

[155] At the end of 2020, in its Quadrennial Comprehensive Policy Review of operational activities for development of the UN system, the UN General Assembly stipulated the importance of human rights for the work of the UN system including, for the first time, recognising the assistance to governments to respect and fulfil their human rights obligations as a development activity for the UN system.

[156] See OHCHR (2020), Maximizing the Use of the Universal Periodic Review at Country Level: Practical Guidance, www.ohchr.org/Documents/HRBodies/UPR/UPR_Practical_Guidance.pdf. Over 90% of SDG goals and targets correspond with human rights obligations and commitments outlined in the human rights treaties.

- Power-holders (including private-sector actors such as businesses) understand and have the commitment and will to play a positive role in upholding the rule of law and respect got and protection of human rights, and mechanisms are in place to ensure that they are more transparent and accountable in their actions.
- Local, national and international accountability mechanisms and processes are complementary and contribute to both preventing and responding to human rights violations and impunity.

A Strategy for Change:

The Global Programme will support UNDP Country Offices and regional hubs, including through technical advice, tools and knowledge, regarding the application of **political economy** and power analysis to better identify opportunities and inform the design of projects aimed at increasing the accountability and responsiveness of state and non-state actors for rule of law and human rights.[157]

Technical advice and support will be provided for developing or reinforcing institutional accountability mechanisms such as internal and external oversight and accountability for justice and security institutions, strengthening legal frameworks, including constitutional frameworks,[158] and developing national monitoring **policies and frameworks.** The latter includes support for statistics offices and follow-up to human rights mechanism review processes such as the UPR and treaty bodies to help produce an integrated evidence base for policy and programmatic lessons that can spur progress, support advocacy and promote accountability.

The Global Programme will leverage its role as a **convener and integrator** at the national, regional and global levels to create opportunities for diverse stakeholders to come together to build political will for accountability. For example, bringing businesses (including MSMEs and MNEs), civil society and governments together to address the role of business in respecting and promoting human rights.

Strategic **partnerships** will be fostered and enhanced to strengthen the accountability and responsibility of judicial and security sector actors for ensuring rule of law and human rights. One example of these is the relationship with the Council of ASEAN Chief Justices in relation to strengthening judicial integrity. The Global Programme will promote **learning and knowledge exchange**, for example, to ensure that lessons from a development approach to transitional justice processes are shared across relevant Country Offices and used to inform cutting-edge programming. One example of this is the report "From Justice for the Past to Peace and Inclusion for the Future: A Development Approach to Transitional Justice".[159]

Policy development and programming support will be provided to increase the gender-responsiveness of transitional justice mechanisms and to adequately respond to sexual and gender-based violence and other gendered impacts of violent conflict, building on country-level lessons and the ongoing Gender Justice Partnership with UN Women.

The Global Programme will continue to prioritize **integrated** approaches to and synergistic **partnerships** for promoting respect and accountability for rule of law and human rights. Initiatives such as the annual Regional Forum on Business and Human Rights for Asia, organized by UNDP, ILO, UNWOMEN, IOM, UNICEF, UNEP, OHCHR and ESCAP have showcased the value of convening multiple perspectives, expertise and networks to advance

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[157] The weakness in the use of Political Economy Analysis by COs to inform programme decisions was noted in ISSAT evaluations, the IEP/UNDP Evaluation and the Clingendael Report.

[158] Such as the constitutional review supported by UNDP with UNSMIL in Liberia.

[159] https://www.undp.org/publications/justice-past-peace-and-inclusion-future-development-approach-transitional-justice.

common goals, and will be replicated in other regions.[160] It will foster **strategic partnerships** for Business and Human Rights work, including with CBi and CBi Member Networks, and with other UN bodies and the OECD to advance implementation of the UN Guiding Principles on Business and Human Rights and other guidelines.[161] UNDP will continue to work closely with OHCHR to support integrated human rights and provide SDG support at the country level, with a focus on integrating UPR and treaty body reporting and follow-up into SDG planning; strengthening rights-based data platforms for SDGs at the country level; and strengthening system coherence and integration at the country level while recognizing the different forms for both human rights and SDG follow-up.[162]

Activities may include:

- Advancing the business and human rights agenda through support for the development of National Action Plans on Business and Human Rights with an emphasis on preventing the abuse of women and girls.
- Building businesses' capacities to develop human rights policies and conduct human-rights–related due diligence processes and strengthening accessibility and effectiveness of remedy mechanisms for human rights abuse by businesses.
- Fostering integrated approaches to strengthening human rights and SDG progress and systems at the country level and in international accountability processes, such as treaty body and UPR reporting and Voluntary National Review reporting.
- Strengthening systems and mechanisms for monitoring, accountability and oversight within the justice and security sectors, including, for example, mechanisms that foster judicial independence, or civilian oversight of security institutions.
- Strengthening transitional justice mechanisms and processes to respond to victims' justice needs, especially the needs of survivors of sexual and gender-based violence (SGBV), such as through responsive reparation programmes, legislative reforms and strengthened prosecutions for gross human rights abuses, including gender-related crimes.

Output 3: Justice and security systems are service-oriented and better able to protect human rights and respond to people's justice and security needs through high-quality performance

This output focuses on how systems can be strengthened to provide high-quality people-centred justice and security services that, in turn, will contribute to increased trust in and the perceived legitimacy of these systems and the state in the eyes of the public.[163] Efficient, transparent, inclusive and people-centred justice and security systems that provide quality justice and security services for all and support the strengthening and upholding of the rule of law, the protection of human rights and the delivery of essential services. They enable the state to address injustices and prevent insecurity, strengthen social cohesion, sustain peace and increase the resilience of societies to shocks and crises.

Justice and security are integrally connected—they are two sides of the same coin. Justice and security systems are complex and involve a multitude of state and non-state actors

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[160] https://www.rbhrforum.com/

[161] See Section 3.2: Partnerships.

[162] In 2020, piloting in seven countries commenced to specifically target closer integration between SDG and human rights systems to both enhance efficiency for member states to streamline obligations in reporting (including SDG Voluntary National Review processes) and treaty body and UPR reporting, and to take integrated action to follow up on human rights recommendations in SDG frameworks.

[163] High quality is understood to refer to the range of MEL criteria, including efficiency, effectiveness, relevance, coherence, sustainability and (early) impact.

performing a range of intersecting and inter-reliant functions, such as the delivery of justice and security services, policy and law-making, management and budgeting, oversight and accountability and education and training. Informal justice systems can play an important role when they respect and uphold human rights and neither directly nor inadvertently reinforce existing societal or structural discrimination, especially in contexts where the formal justice system does not have the capacity or geographical reach to meet all justice demands.[164] Women and girls often face significant challenges in navigating these informal systems, which favour male-dominated structures and can produce discriminatory and harmful outcomes. Despite these challenges and the often intensely political nature of the issue, opportunities exist for engagement that can raise community levels of understanding of, and ultimately commitments to, women's rights and ensure greater access to justice.[165] The growth of legal needs surveys, for example, have shed light on the types of "everyday" justice problems that people experience, suggesting that people are around nine times more likely to have a civil or administrative justice problem than to need help from the criminal justice system. Such findings do not diminish the need for investment in the criminal justice system, but they highlight the multidimensional nature of injustice.[166]

Strengthening systems to be able to respond to all people's justice and security needs requires both institutions and the personnel within them to have capacity (such as resources, systems, education and competencies) and integrity (including independence, transparency, human rights adherence and a service attitude).[167] Gender equality within justice and security systems has the potential to bring about transformative change within society.[168] Yet globally, women remain seriously underrepresented in decision-making processes and roles.[169] Significant efforts are needed to enable more meaningful participation of women within political justice and security institutions. Various national, regional and global legal obligations are relevant to and/or oblige states to integrate a gender perspective in the justice and security sectors.[170] Technology is a potentially powerful enabler of transformation towards more efficient, accessible, transparent and accountable justice and security systems.[171] The use of

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[164] https://www.undp.org/publications/informal-justice-systems

[165] According to the MTE, Somalia is one example of promising innovative approaches to access to justice through informal justice mechanisms, combining features of customary "xeer" law with elements of gender and human rights mainstreaming. These have met with public acclaim and have strong potential for upscaling. The bottom-up, socioculturally embedded approach is also highlighted as best practice in terms of sustainability. See also ISSAT evaluations for Guinea-Bissau and Palestine (re: political dynamics of informal justice).

[166] Task Force on Justice (2019), Justice for All—Final Report, New York: Center on International Cooperation, 37.

[167] ISSAT noted good practices in Guinea Bissau, where support to the judicial training institute allowed Guinea-Bissau to develop its own capacities to train legal and judicial staff in-country, further thematic trainings for magistrates included law enforcement personnel which promoted trust, and increased knowledge of each other's competences and limits, and led to improvement of coordination at an operational level. See ISSAT Guinea-Bissau Evaluation.

[168] DCAF, OSCE/ODIHR and UN-INSTRAW, Gender and SSR Toolkit, Tool 1: SSR and Gender, https://www.dcaf.ch/sites/default/files/publications/documents/tool_1.pdf.

[169] UNDP-University of Pittsburgh (2021), Gender Equality in Public Administration, https://www.undp.org/publications/global-report-gender-equality-public-administration#modal-publication-download.

[170] As the 2030 Agenda for Sustainable Development recognises, if the justice sector does not promote gender equality or integrate a gender perspective, the rule of law is undermined and this compromises peace, security and development.

[171] The Global Programme has supported the use of digital equipment and tools in justice and security institutions, including virtual courts and apps for violence survivors, migrants and other vulnerable groups, and online management systems, for example in The Gambia, Afghanistan and elsewhere

technology, including artificial intelligence, for example, can contribute to improved efficiency and resource allocation within court systems and can strengthen data disaggregation and analysis based on sex, age and other relevant measurements. The evidence produced on the types of legal problems, user experiences and justice outcomes can directly influence policy, regulatory and resource decisions, for example regarding strengthening access to justice for women.[172] The COVID pandemic pushed many traditional resistors of digital modernization to embrace it out of necessity.[173] However, digital innovations like e-justice or e-courts must be ethical, rights-based and gender-responsive and ensure that they do not expand the existing justice gap.[174]

The Global Programme's efforts within this output will contribute to achieving the following aspirations:

- Governments have an evidence-based understanding of the justice and security needs of the public and have the commitment and political will to implement policies and practices that enhance the inclusiveness, transparency, accessibility and responsiveness of justice and security systems.
- Justice and security systems and the personnel within them have the resources, competencies and capacities needed to better serve the public, and work to inspire trust and confidence.

A Strategy for Change:

The Global Programme will support Country Offices and regional hubs to apply a **transformative approach** to strengthening justice and security institutions. Transforming institutions also means engaging the personnel within them, understanding their incentives and motivations for change, providing the resources they need and strengthening their capacities to respond to people's needs and demands. As a **thought leader**, the Global Programme will advance **innovative** approaches—such as thinking and working politically, systems thinking, behavioural science and change management—to better understand opportunities for and facilitate transformative change within institutions.

Through financial, technical and knowledge support and the facilitation of **robust MEL approaches** at the country and regional levels, the Global Programme will advance the implementation of a **people-centred approach** to justice and security. This includes supporting governments to (a) better understand people's justice and security needs and perceptions and expectations of the state (for example through legal needs and perceptions surveys, and analysis of data from justice and security institutions);[175] and (b) transform institutions to be more responsive to those needs, including being more efficient in the use of

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(see the ROLSHR Annual Report 2020). The ISSAT Palestine Evaluation noted that the implementation of the Mizan II case management system enhanced the efficiency and effectiveness of the judiciary and the case backlog decreased by 14% in 2019 at least in part due to more efficient case management. Specific improvements in justice service delivery for women and children were also noted.

[172] In Brazil, UNDP partnered with the National Council of Justice in developing an AI solution to analyse courts' data and identify causes of gaps in the judicial process, thus contributing to improving efficiency and resource allocation within the country's justice system.

[173] https://www.asia-pacific.undp.org/content/rbap/en/home/blog/2020/a-_new-possible_-for-justice-after-covid19--towards-digital--ope.html

[174] https://www.eurasia.undp.org/content/rbec/en/home/blog/2020/global-pandemic-right-to-privacy.html. For example, UNDP also has been working with the Ukrainian government and private sector to ensure that the rapid digitalization being experienced also comes with personal data protection standards and has been raising public awareness on the issue.

[175] SDG16+ perception surveys on peace, justice and security have been supported by the Global Programme in CAR and Somalia, for example.

their resources to improve the quality, breadth and accessibility of justice and security services.[176]

The Global Programme will support Country Offices and their government counterparts to develop **people-centred and inclusive policies,** reflecting emerging global research, knowledge and lessons, to ensure justice and security providers can better respond to immediate justice and security needs and to guide longer-term structural change. For example, in South Sudan, the development of Action Plans for the South Sudan National Police Service and South Sudan People's Defence Forces to respond to gender-based violence contributed to strengthening their capacities to address conflict-related sexual violence (CRSV). The Global Programme will continue to develop **global guidance and knowledge products** to contribute to advanced **learning** and increased understanding about the overall process of digitalization of the judiciary, its potential risks and benefits.

The Global Programme strengthens **partnerships and joint programmes** to improve coordination and build up available rule of law, justice, security and human rights capacities especially in conflict and crisis-affected settings. One example of this is its work with the GFP. Through its programmes with UN Women, it will continue to provide support to promoting **gender equality** within justice and security systems and advance policy work focusing on the gender-responsiveness of the rule of law joint programming work (through the GFP) and its contribution to the Women, Peace and Security Agenda.

Activities may include:

- Strengthening the justice sector to make it more accessible, responsive and effective, including through open justice and e-justice.
- Informing and influencing policy discussions and debates at national levels around the actual or potential human rights implications of the development and use of digital technology, including, for example, the launch of a regional (Europe and Central Asia) platform to promote the rights-based application of digital tech and data.
- Supporting informal justice and security mechanisms to provide quality services that respect human rights and are gender-sensitive, transparent, inclusive and accountable.
- Supporting initiatives aimed at strengthening the capacity of state institutions to undertake data collection and analysis for enabling more people-centred justice policies and practices, with a specific focus on the needs of women.
- Supporting initiatives aimed at strengthening the capacity of justice and security institutions in measuring progress on rule of law, security and human rights. especially in terms of achieving relevant SDG indicators such as 16.7.1c on representation in the judiciary or 16.3.3 on access to civil justice.
- Supporting the development of effective, accountable and people-centred security services, including responsiveness to the needs of women.
- Increasing women's professional representation in the justice, security and human rights sectors and promoting gender-sensitive policies and practices within reformed institutions.

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[176] In Ukraine, by applying a human-centred approach, UNDP helped the Ministry of Digital Transformation analyse the digital exclusion of the older population and is currently testing new methods to close the digital divide. The Global Programme's work with UNDP Ukraine, for example, supported a community-based approach to enabling local communities and citizens' interest groups to identify their community security needs, and to design—jointly with the local authorities—appropriate measures or policies, and advocate for the allocation of resources. See https://www.ua.undp.org/content/ukraine/en/home/recovery-and-peacebuilding/component-three.html.

Output 4: Community security, safety, and resilience strengthened through people-centred strategies, processes and mechanisms

This output focuses on how communities and justice and security providers can better work together to mitigate and respond to local justice and security needs that, when unaddressed, can fuel or perpetuate insecurity and violence.[177] The ability to feel safe, secure and free from violence in one's community is an important aspect of achieving a peaceful and just society. Where people cannot enjoy safety and security, poverty and injustice are prevalent. However, notions of safety and security are not limited only to freedom from physical violence and abuse.[178] A complex range of factors can contribute to making people feel insecure, including social exclusion, poverty, unemployment, crime, poor infrastructure or competition for resources. Exclusion and structural inequalities can be potent drivers of insecurity and conflict.

UNDP's multi-faceted approach to people-centred security recognizes the innate interconnectivity between security and sustainable development outcomes and emphasizes the needs of marginalized, excluded and vulnerable groups. The meaningful involvement of women and youth in peace and security initiatives, for example, is recognized as being crucial to transforming conflict.[179] People-centred security seeks to address immediate security needs and supports long-term objectives such as increasing the legitimacy of institutions and building public confidence and improved state–society relations.[180] Secure communities with functioning, trusting relationships between their members and local justice and security actors are better equipped to address locally identified justice and security needs, identify potential drivers of conflict and manage and mitigate them to prevent conflict.[181]

Sustainable people-centred security is a result of multidisciplinary strategies that incorporate measures to address the drivers of instability, conflict and violence and are developed in an inclusive and participatory manner.[182] The focus of this multi-faceted approach is not only the reduction of crime and violence but also to improve quality of life, respect for human rights and generally create living conditions in which the prevention of violence and crime are more likely to succeed. Reintegration support can help address some of the structural issues that create or fuel the risks of conflict escalation and recurrence, such as marginalization and inequalities. The reintegration of ex-combatants, ex-fighters and people formerly associated with Armed Forces or other armed groups contributes to the achievement of the SDGs by significantly

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[177] This output builds on UNDP's successful citizen and community security work in Phase III and UNDP's expertise and experience in human security approaches.

[178] UNDP's concept of human security expanded the scope of notions of security, to include economic security; food security; health security; environmental security; personal (physical) security; community security and political security. See UNDP (1994), Human Development Report 1994, New York: Oxford University Press.

[179] UN Women Global Study on the Implementation of Security Council Resolution 1325. Security Council Resolution 2250 on Youth, Peace and Security marks the formal recognition of the positive role young women and men for the maintenance of international peace and security.

[180] The Clingendael Report notes this as a common assumption in two case studies. See also the recent UNDP people-centred security briefing paper, 2.

[181] See ISSAT Evaluation, Colombia, where it was noted that initiatives such as joint action plans developed with the participation of justice providers and justice users, and complementary training programmes for local police contributed to reinforcing the police capacities to advise rights-holders and direct them to the most relevant authorities and improved communications between justice and police actors.

[182] The high participation of women in local-level political participation training activities resulted in an increasing number of female elected officials in Colombia (see ISSAT Colombia Evaluation). In Guinea-Bissau, ISSAT evaluators recommended that UNDP should build on the existing knowledge of non-formal legal systems in Guinea-Bissau by supporting the alignment of traditional and religious mechanisms and norms with international human rights standards. Interventions should go beyond training leadership and justice actors, to add a missing element of working on local civilian oversight and local justice and security governance.

reducing armed violence and deaths, reducing arms flows and freeing trafficked women and child soldiers from armed groups.[183]

Non-state actors often have an important part to play in crisis and conflict settings. Non-state security and justice providers often play significant, legitimate roles in filling justice and security service provision gaps.[184] Businesses can be engines for peace and development, but they can also be the root cause of and/or fuel conflict.[185] Women and girls are disproportionately affected by violence and conflict, including in SGBV. Addressing people's security and justice issues—including providing access to justice and redress for human rights violations—in these contexts is vital for restoring basic stability, eliminating threats of violence in a population, fostering safe, peaceful coexistence, promoting and supporting a political process to reduce violence, and preparing foundations for longer-term stability and development.[186] For peace and stability to take hold in transition contexts, the following are essential: addressing impunity, responding to individual and group grievances and the needs of vulnerable groups—including women, youth, indigenous population and LGBTQI people—and addressing the root causes of the conflict and forced displacement.[187]

The Global Programme's efforts around this output will contribute to achieving the following aspirations:

- Communities have the capacity to define and access justice and security mechanisms and participatory and inclusive processes within which to articulate and secure their safety and security needs and priorities.
- Local government, justice and security providers have the necessary institutional capacities and willingness to respond holistically to community safety and security needs and grievances that can contribute to insecurity, and they adopt policies and strategies to this end.
- Business actors understand and can evaluate their impact on peace and conflict and when operating in contexts of fragility are supported in their efforts to conduct heightened human rights due diligence.
- International, regional and national actors are committed to and act to realize a coherent, integrated joint approach, including through joint projects and programmes, to the restoration of community security and social cohesion in conflict, transition and post-conflict settings, including to prevent, address and solve situations of forced displacement.

A Strategy for Change:

The Global Programme will continue to address insecurity from a broader development and **people-centred perspective**, with a focus on ensuring that safety and security are

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[183] UNDP has supported reintegration as part of broader prosecution, rehabilitation and reintegration strategies in the Lake Chad Basin countries, for example.
[184] https://www.stabilityjournal.org/article/10.5334/sta.727/
[185] https://www.undp.org/speeches/business-human-rights-and-conflict-affected-regions-towards-heightened-action
[186] UNDP has been carrying out stabilization programmes in 12+ countries with Crisis Bureau technical support. Interventions aim to (re-)install the social contract between the citizens and their government, bring back a sense of normalcy in the community and ensure basic needs are met in liberated areas of conflict zone.
[187] For example, the Global Programme and the Tripartite Partnership with the UNDP–OHCHR–GANHRI project in The Gambia are providing joint support to strengthen the capacities of the National Human Rights Commission of The Gambia and to enhance their coordination with the Truth Commission in order to implement credible transitional justice and human rights mechanisms and processes that promote reconciliation and sustainable peace in the country. See also ROLSHR Annual Report, 78.

understood and addressed holistically and **systemically**, tackling issues such as injustice and impunity, the proliferation of illegal firearms, and poor security service delivery. UNDP recognizes that the drivers of violence and insecurity are multidimensional and must be addressed through a **multisectoral approach** that is underpinned by a strong **political economy**, **conflict** and **power** analysis and implemented in a conflict-sensitive manner. The Global Programme will promote people-centred security approaches that include, for example, community and citizen security interventions.

The Global Programme will provide **technical and strategic support** to Country Offices and regional hubs to ensure that justice and security interventions to prevent and respond to conflict and strengthen community safety and security are informed by robust analysis and involve a range of actors including state and non-state security and justice providers, local government actors, business and others. This will include, for example, providing support to ensure the implementation of the UN Human Right Due Diligence Policy (HRDDP) and promoting a conflict-sensitive approach to programming.[188]

UNDP takes a consistent approach to applying the HRDDP for work with the non-UN security sector. The bespoke implementation framework tool enables UNDP to actively manage and monitor risks and exercise due diligence in relation to work within this sector. Through the Global Programme, UNDP will continue to refine this approach based on a cyclical feedback loop of **knowledge and practice** to inform further **policy** development.

The Global Programme supports **integrated** responses to conflict across the UNDP's GPN. Specifically, the programme supports and encourages linkages, complementarities and collaborations with the Governance, Conflict Prevention, Peacebuilding and Responsive Institutions teams, and across UNDP more broadly (including the Gender, Environment and Youth teams). It galvanizes **partnerships** with national partners (governments) and other UN entities and international actors, for example through the GFP, the CRSV Team of Experts, UNHCR, the Peacebuilding Fund (PBF) and the UN Office of Disarmament Affairs and SEESAC to enable more comprehensive, coordinated and coherent responses, in support of the One UN approach and Triple Nexus.

The Global Programme will harness key **enablers** of innovation, digitalization and development finance to further accelerate and scale results. The Global Programme will support global learning and **knowledge exchange** to ensure lessons from its people-centred security efforts inform policy and programming, and to contribute to new areas of research and practice, such as the intersections between climate change, conflict and justice.[189] It will support Country Offices and regional hubs to apply an **agile and adaptive approach** to programming in conflict and transition contexts. A serious political shift is under way that will require high levels of flexibility, experimentation (the testing of assumptions and actions) and learning to identify opportunities for moving from short-term stability to medium- and long-term peace and development.

Activities may include:

- Supporting national and subnational justice and security institutions to work closely with local communities—especially women and youth and vulnerable groups such as internally displaced persons and refugees—to better understand and respond to their safety and security needs.
- Enabling regional entities and national rule of law institutions and actors to develop and implement comprehensive approaches to reducing violence in accordance with global

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[188] In October 2017, the Global Programme led the design of the UNDP Implementation Tool for the HRDDP, which was updated in 2020.
[189] For example, the Global Programme's ongoing contributions and support to the development of the Integrated Disarmament, Demobilization and Reintegration Standards (IDDRS)

norms and standards, and strengthen UN-wide integration of approaches to security sector reform; armed violence reduction; disarmament, demobilization and reintegration and small arms control.

- Supporting the South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC) and small arms control programmes in Africa and other regions to strengthen the capacities of national and regional stakeholders to control and reduce the proliferation and misuse of small arms and light weapons.[190]
- Supporting national and local policy and programme development to combat and respond to SGBV through the justice, security and human rights sectors, and including in transitional justice processes.
- Supporting companies in understanding their heightened responsibility when operating in fragile and conflict contexts and equipping them with the knowledge and the tools necessary to apply a conflict sensitivity lens when conducting human rights due diligence.
- Support to the development of strategies, policies and programmes for rehabilitation and reintegration, with particular attention to meeting the specific needs of women, youth, children and people with disabilities.
- Continuing to support to UNDP implementation of the UN Human Rights Due Diligence Policy to manage and address human rights risks when working with the non-UN security sector and in complex contexts.

Output 5: Strengthened monitoring, evaluation and learning (MEL) supports project and programme design and implementation

The question of whether a society abides by the rule of law and respects and upholds human rights implies considerations of state legitimacy, politics, policy, economics, social relations, as well as legal and judicial processes and practices. Improving the rule of law and protecting the rights of all people requires changes to institutions, norms, practices, behaviours and attitudes, a non-linear process that can take generations.[191] It requires acknowledgement and engagement with the complexity of systems that seek to ensure human rights, justice and security for all.[192] Attempting to provide technical solutions without sound data and system analysis (applying a systems approach) can render these technical solutions ineffective, as can the failure to include findings regarding the political economy, power dynamics and motivations and incentives for change.

The Global Programme is therefore committed to strengthening the quality, impact and reporting of rule of law and human rights programming through investment in building systems and capacities for intentional MEL. This focus complements UNDP's organizational commitment towards greater impact measurement and continuous learning and adaptation.[193] It also builds upon adaptive programming advancements in the development field in recent years, including UNDP's own contribution to the thinking and working politically approach for rule of law programming.[194] It responds to findings and recommendations of internal evaluations and reviews conducted by ISSAT and Clingendael, for example, where positive examples of ad hoc learning approaches were noted, and opportunities for more systematic

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[190] https://www.seesac.org/About/

[191] World Bank (2011), World Development Report, https://openknowledge.worldbank.org/handle/10986/4389.

[192] Philippe Leroux-Martin and Vivienne O'Connor (2017), Systems Thinking for Peacebuilding and Rule of Law, https://www.usip.org/publications/2017/10/systems-thinking-peacebuilding-and-rule-law.

[193] UNDP Strategic Plan 2022–2025.

[194] FBA Brief 06/2016, Responsive and Responsible: Making Politics Part of UNDP's Rule of Law Agenda, https://fba.se/contentassets/3372e3e2368643f9a37e5bdb9a7c6514/responsive-and-responsible.pdf.

and strategic approaches to learning to inform effectiveness and innovation have been identified.[195]

Learning is understood as the process of gathering information, reflecting upon it, questioning the relevance of that new information for the interventions being undertaken, and adapting those interventions as needed. In this way, learning enables a better understanding of not only what is or is not working but why this is happening. Learning also facilitates innovation, enables enhanced risk management and strengthens accountability for the use of project resources.

In practice, most organizations' MEL tools and systems fail to adequately engage with the complexity of the rule of law and human rights endeavour. Explicit assumptions and clear metrics for measuring impact are often lacking.[196] Data collection is often limited to quantitative indicators measuring activities rather than actual change (results). Data disaggregation, including for gender and/or age, is often absent or inadequate, limiting opportunities for analysis and informed responses to gender and age-specific perspectives and experiences.[197] Data is not systematically mined for learning, and there is an absence of regular feedback loops to ensure knowledge is fed back into programming and decision-making.[198] Robust systems for designing interventions (based on sound analysis), collecting and analysing meaningful data, reflecting, questioning and conducting continuous learning and adaptation of interventions based on evidence of what works, what does not, and why, are necessary for risk-informed programming and to better design, implement and scale up interventions for impact. The Global Programme's position as a sector leader, its access to multilateral funding, and its exceptionally unique and rich evidence base means it is well-positioned to take on this important task.[199] However, an intentional and systematic approach to MEL requires a sustained investment in human capacities, resources and time, and an organizational commitment to learning from "failures" to enable more innovative, effective and accountable programming and thought leadership.

The Global Programme's efforts within this output will contribute to the following aspirations:

- Robust outcome-based MEL tools and processes enable the collection and analysis of quality data that better measures impact and generates learning, new knowledge and good practices that can concretely inform improved rule of law, justice and security and human rights programming and allow the Global Programme to test its high-level theory of change.

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[195] See ISSAT Jordan evaluation, Clingendael Report; ISSAT draft final report.

[196] Clingendael Report.

[197] The UNDP 2018–21 Evaluation of the Strategic Plan, for example, points to challenges UNDP faces in systematically integrating the LNOB agenda, given that it does not routinely assess the systemic and underlying reasons for vulnerability. The evaluation recommends UNDP to focus more on data collection and analysis, and on enacting inclusive and integrated strategies and policies to accelerate achievement of the SDGs

[198] See MOPAN 2020 Assessment Cycle, Draft Institutional Assessment: UNDP, Version 16 July 2021, which noted: Knowledge management, which would be essential to underpin its thought leadership, programmatic and integrator roles, deserves a fresh look; there was limited evidence of vertical and horizontal development and systematic use of knowledge. In contrast, the approach applied by UNDP Palestine was applauded by the ISSAT evaluators who noted that the programme's central role in the donor community and its consistent strength in developing an evidence base for justice needs and performance have positioned it well to influence the overall direction of justice reform in Palestine.

[199] Clingendael Report.

- UNDP Country Offices and regional hubs develop tailored, fit-for-purpose and co-designed MEL approaches that produce quality data and learning to inform their own and the Global Programme's evidence base and decision-making.[200]
- UNDP's organization-wide learning culture is increased through the Global Programme's implementation of an interactive learning agenda to support to rule of law and human rights programming, involving a wide range of stakeholders and leveraging South-South and triangular cooperation.

A Strategy for Change:

In Phase IV, the Global Programme will establish an internal **MEL and Innovation Unit** that will guide the development and implementation of the programme's learning strategy, including the development and testing of tools, frameworks and processes. This will enable the Global Programme, UNDP Country Offices and regional hubs to better undertake meaningful data collection and analysis in order to design and deliver impactful quality rule of law and human rights interventions.

The Global Programme will provide **technical support,** including training and tools, to UNDP Country Offices and regional hubs to develop and integrate MEL tools and approaches into their rule of law and human rights programming to encourage deliberate and systematic learning and adaptation. This could include support to develop bespoke, country-level theories of change (and articulated assumptions), training on MEL approaches for rule of law and human rights programming, and the development of a set of customizable standard indicators aligned to and informing the Global Programme's high-level indicators and learning objectives (see also Section V: Results framework).[201]

The Global Programme will promote innovations in learning approaches through a specific allocation of **catalytic pipeline funding** to enable Country Offices to pilot experimental tools and approaches that could inform the work of other Country Offices and the wider development community (see Section 4.2: Project management). It will facilitate and engage in **partnerships** to further the learning agenda, including, for example, its ongoing partnership with ISSAT to capture lessons learned and evaluate the longer-term impact of country interventions.

The Global Programme acts as a **knowledge broker,** ensuring that evidence-based good practices from programming interventions can be synthesized, shared, adapted and implemented across UNDP to enable the more effective promotion of rule of law and human rights in different contexts. It will leverage existing mechanisms such as the GPN's online communities of practice and develop new ones to encourage the exchange of experiences, knowledge and emerging MEL good practices horizontally (across country contexts) and vertically (at the country, regional and global levels). This could include, for example, sharing lessons from UNDP Somalia regarding SDG monitoring systems, and UNDP Palestine's approach to data collection, management and monitoring systems.[202]

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[200] As the ISSAT draft final report notes, "It is not enough simply to collect data and evidence regularly as part of an adaptive programme, there needs to be a culture regularly using evidence to make decisions."

[201] The ISSAT DRC Evaluation noted that a number of tools could measure change, such as perception studies, judicial monitoring, inspection visits, quality control systems for legal aid, etc. These were apparently not used in DRC, however, because they did not directly inform the results frameworks. "A better linkage between the mass of (qualitative) data collected by UNDP in the course of its activities and the (essentially quantitative) results frameworks would avoid this dispersion and strengthen UNDP's learning capacity."

[202] See ISSAT Palestine evaluation. The MTE noted the Global Programme-funded SDG16 M&E project in Somalia was a promising pilot for improved monitoring.

Good practices and lessons will also be communicated to a wider UNDP and global audience through strengthened **communications strategies and regional and global knowledge products** that ensure learning and stories of change are more accessible for policymakers and programmers (see also Section 3.6: Knowledge).[203] This will include harnessing **strategic relationships** with global communities of practice, international organizations and others, such as IDLO, HiiL, Pathfinders and the Center on International Cooperation, to enable exchanges of information and learning, and other collaborative efforts to advance shared strategic goals.

The Global Programme will harness existing and new organizational efforts across UNDP, for example by the UNDP Effectiveness Team and BPPS Strategic Innovation Unit, to strengthen its learning strategy and adaptive approach. It will also support participatory, **integrated, multidisciplinary** approaches to addressing rule of law and human rights challenges, drawing on expertise across the programme, the wider GPN and UNDP.

Activities may include:

- Developing a learning strategy and MEL system (including guidelines, tools, and templates) to guide the Global Programme and Country Offices and regional hubs, including, for example, a template of standard indicators related to each of the Global Programme's outputs that can be customized at the country and regional levels.
- Building the capacity of Country Offices to be adaptive, innovative and impact-focused through the sharing of good practices and existing or new data collection tools related to rule of law, justice, security and human rights, including in support of gender and human rights mainstreaming and analysis of the specific impact on gender equality and women's empowerment.
- Building collaboration around MEL and develop systematic feedback loops that facilitate peer learning and the sharing of knowledge and good practices, for example through new and existing mechanisms such as COPs and regional learning workshops.
- Targeting use of catalytic funding for specific experimentation/learning-focused projects (see Section 4.2: Project management).
- Developing policy, analysis and guidance documents for MEL in rule of law, justice, security and human rights programming.
- Researching and analysing the rule of law and human rights implications of responses to global challenges (e.g. climate crisis, cyberthreats, the health crisis and migration).
- Country-level and -led research on topics related to gender equality including, for example, the link between the proliferation of and access to small arms and femicides, or obstacles for access to justice for women with disabilities, etc.

Output 6: Sustained high-quality, evidence-informed analytics and learning contribute to shaping global and regional level policy discourse on rule of law, justice, security and human rights

The Agenda 2030 is grounded specifically in human rights and emphasizes the indispensability of the rule of law for successful societies. The Global Peace Index notes that peaceful and prosperous communities are generally built on a foundation of laws that hold all

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[203] The development of several regional knowledge products in LAC during Phase III allowed UNDP to position itself strategically at the political and programmatic levels, including by conducting analysis on innovation in citizen security and human rights in Latin America and the Caribbean; Caribbean Justice: A Needs Assessment of the Judicial System in Nine Countries; and Innovation, Resilience and Urgent Transformations towards Inclusive Justice in Latin America and the Caribbean.

individuals equal and accountable, protect and promote rights and freedoms, are openly adopted and enforced, and, when violated, fairly adjudicated by independent courts.[204] Yet rule of law and human rights are under threat around the world. Advancing the rule of law and protection of human rights is an inherently difficult task in a global environment that is increasingly hostile to democratic governance. The COVID-19 pandemic has only accelerated forces that impede peace, development, human rights and the rule of law.[205] There is an urgent need for strong commitment and action by international, regional and national actors to stem this backsliding and reassert global principles of justice and rule of law and respect for human rights obligations.

This commitment was most recently articulated in regard to the Common Agenda and is essential for the realization of Agenda 2030. Other international policy documents, conventions and frameworks—such as the Women, Peace and Security agenda and the Voluntary Principles on Security and Human Rights—reflect general commitments of Members States to the importance of rule of law and human rights in sustainable development, conflict prevention and peacebuilding. However, these commitments must be constantly and thoughtfully nurtured. A strong and coherent narrative in support of rule of law and human rights at the national, regional and international levels is needed to create an enabling environment for positive change. Global analysis and data are also critical to inform evidence-based reframing of UN activities in the areas of rule of law and human rights. The Global Programme is committed to ensuring policymaking is evidence and learning-informed.

The Global Programme is well-positioned to effectively inform international policy development and agenda-setting, and promote a culture of shared responsibility within the international community, including, for example, in the promotion of people-centred justice.[206] It is the long-standing lead on rule of law and human rights within UNDP, with a strong international reputation and sustained financial partnership support for its programming and policy and thought leadership. It has strong global networks in all its core thematic areas and is an active participant in a range of UN-wide joint initiatives and programming on rule of law and human rights, such as the GFP and Tripartite Partnership. The Global Programme seeks to advance global policy dialogues and promote new practices based on lessons from programming and research to help realize Agenda 2030 and SDG16.

The Phase IV focus on intentional learning (see Output 5), coupled with the programme's thematic and regional expertise and knowledge of global and regional developments and trends means the Global Programme is well-placed to strategically leverage the nexus of its global policy leadership with its provision of technical and strategic support to country- and regional-level programming. The Global Programme aims to bridge the gap between global policies, agendas and strategies, and country-level programming and decision-making to strengthen the potential impact of rule of law and human rights interventions and advocacy at the country level.[207] This is premised on the idea that the greater the degree to which regional and international level policy can enable national investment and buy-in for rule of law and human rights, the more impactful and sustainable country-level interventions will be.

The Global Programme's efforts within this output will contribute to the following aspirations:

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[204] Global Peace Index 2021, https://www.visionofhumanity.org/resources/

[205] High Commissioner for Human Rights Foreword to the Annual Appeal 2021

[206] During the pandemic, for example, the Global Programme contributed extensively to the development of UNDP's response, ensuring rule of law and human rights were clearly reflected as a core element of a development response to the crisis. See for example, https://www.undp.org/speeches/strengthening-rule-law-human-rights-sustaining-peace-and-fostering-development-2021-undp

[207] This gap was identified in the MOPAN 2020 Assessment Cycle, Draft Institutional Assessment: UNDP, Version 16 July 2021.

- Evidence-based, high-quality regional and global policy is informed by robust evidence and learning generated through improved MEL systems.
- Coherent international policy supports an enabling environment within which a wide range of actors from within and outside of the UN can better promote respect for rule of law and protection of human rights at the national level.
- International policy (such as General Assembly resolutions) that supports respect for the rule of law and the protection of human rights by strengthening the ability of Member States to uphold international obligations and creating soft law for the UN System as a direction for programming and policy.

- UN System-wide policy on rule of law, justice, security and human rights includes a development approach. Conversely, a rule of law and human-rights–based approach is consistently applied to and articulated within development policy.[208]

A Strategy for Change:

The Global Programme will support policy and advocacy efforts to promote **people-centred** justice and security at national, regional and global levels including through its research and analysis. It will continue to support UN efforts to promote rule of law globally and further the centrality of rule of law discussions among Member States, such as through the GFP,[209] and to strengthen and complement national-level advocacy and interventions. The Global Programme will adopt **innovative** information-sharing and communications approaches to increase the accessibility and usability of knowledge and policy products by a wider range of stakeholders.

The Global Programme will build and enhance **strategic partnerships** and coalitions with other global rule of law and justice advocates—such as Pathfinders, the Peacebuilding Fund and the World Bank—to strengthen global political commitments to rule of law. It will leverage its **convening** capacity at the global and regional levels to create and support spaces for dialogue and debate around issues related to rule of law and human rights.

The Global Programme will strengthen and mobilize policy and research-oriented **partnerships** and strengthen networks with think tanks and academia to advance **thought leadership** in areas of specific focus such as gender justice, people-centred justice and security, safeguarding civic space, human-rights–based digitalization, climate justice and business and human rights. This will include establishing an **expert advisory group,** consisting of representatives of key international organizations, think tanks, academia and civil society that are working on rule of law, justice, security and human rights (see Section VIII: Governance and management arrangements, and Annex 4: Terms of reference). The group will provide guidance and support to the Global Programme regarding trends, challenges and opportunities to influence change.

Drawing on its MEL data and learning, and technical expertise and contextual knowledge, the Global Programme will develop **policy and thought leadership products**. It will also support the translation of research and policy findings into practical actionable insights for UN entities, international NGOs and other international organizations that support national processes for strengthening rule of law, human rights justice and security.[210]

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[208] The UNDP Strategic Plan 2018–2021 evaluation noted that "there remains space for UNDP to further leverage its thought leadership on human development approaches to help development partners be bold and think differently."

[209] For example, GFP partners meetings with member states and other UN actors to share learning and encourage continued contribution to the sustaining peace agenda.

[210] For example, the recent UNDP human rights consultations have offered up a range of important lessons and stories of change regarding the ability of UNDP to influence policy at all levels. These lessons will be synthesized and shared.

Activities may include:

- Systematically mining Global Programme MEL data to identify learning and good practices and feed these into responsive policies and foresight analytics in the area(s) of rule of law, justice, security and human rights.
- Developing and contributing to regional and global policy products on rule of law, justice, security and human rights, including policy products with a focus on people-centred justice, and discrimination due to race, gender, disability, etc.
- Promote norms, standards and good practices for rule of law, justice, security and human rights across UNDP programming.
- Disseminate lessons learned and regional and global policy documents through internal and external outreach and communications.
- Strengthen global policy discussions with evidence and learning based on UNDP's extensive front-line experience across development contexts.

3.2 Partnerships

Since the inception of the Global Programme in 2008, UNDP has readily acknowledged that its delivery of rule of law and human rights assistance is most impactful when supported by strong partnerships both within and outside of the UN System.

The Global Programme has galvanized and maintained a wide range of strategic relationships and substantive and financial partnerships to support the promotion of rule of law and human rights globally. In Phase IV, strengthening existing and developing new strategic partnerships at the policy and programming level is a priority operational enabler for the Global Programme (see Section 2.5: Theory of action: How the Global Programme enables change). The Global Programme's key partnerships—including with other UN agencies, regional and international organizations and the private sector—are detailed below.

a) UN partnerships

The Global Focal Point

UNDP will continue its role as co-lead of the **Global Focal Point** arrangement, alongside DPO (see Box 2: Lessons from the GFP in Phase III). The GFP is an institutional arrangement that brings together all UN entities working on security and justice issues to deliver as One UN where it matters most—in the field, in crisis, peace mission and fragile settings. The GFP is co-chaired by DPO and UNDP and includes as partners UN Women, OHCHR, UNODC, PBSO, DPKO, DPA, UNHCR, UNICEF, UNOPS, and the UN Team of Experts on Rule of Law/Sexual Violence in Conflict. Financially backed by the Global Rule of Law Programme, the GFP coordinates across stakeholders at all levels (country, regional and global) to deliver results on the ground.

At the request of in-country leadership, the GFP activates the UN System at the global level to jointly assess the context, evaluate the comparative strengths of each UN entity and chart a common programming framework that meets the needs in the field. This joint programmatic offer is complemented by catalytic seed funds from the Global Rule of Law Programme, which help establish the necessary arrangements for the mobilization of larger funds—for instance from the PBF, bilateral donors or other strands of multilateral investment. The joined-up approach of the GFP is especially impactful in mission transition settings, such as Haiti, Sudan (Darfur), DRC, Mali and Guinea-Bissau. The Global Programme serves the whole of the UN System and is positioned as the funding vehicle that enables the GFP to deliver both at HQ and, critically, at the field level

UNDP convenes UN actors that assist with the delivery of rule of law assistance through this arrangement at the headquarters level. It also works with UN System leadership and country presences to support the implementation of comprehensive rule of law strategies and to resolve political obstacles to fostering the rule of law and human rights. The GFP is an entry

point and mechanism for field-level counterparts and Member States who seek technical, financial and strategic support regarding rule of law. UNDP and the GFP foster coherence and coordination among the humanitarian, peace and development sectors. The GFP has enabled UNDP to become more agile and effective in delivering rule of law assistance through country-led, context-specific strategies and programmes. In Phase III, UNDP secured support from key partners and Member States for core GFP work to support greater alignment and coherence within the rule of law sector. In line with its commitment to MEL in Phase IV, UNDP will work with DPO and other GFP entities to review and address the Phase III MTE recommendations around the GFP governance structure, membership and reporting modalities.

Tripartite Partnership to Support National Human Rights Institutions

In Phase IV, UNDP will continue to support and strengthen the **Tripartite Partnership to Support National Human Rights Institutions** with the Global Alliance of National Human Rights Institutions and the United Nations OHCHR.[211] This partnership was formed in 2011 and has enabled the collective strengths and comparative advantages of each partner to be harnessed to provide high-quality, timely assistance to NHRIs that is jointly planned, delivered and evaluated through a rights-based approach to ensure maximum impact. The Tripartite Partnership is a unique platform to support NHRIs that aims to invest in strategic initiatives to build the capacity of NHRIs to increase the fulfilment of human rights for all people through the delivery of catalytic funding, technical assistance and partnership support.

NHRIs work with governments, civil society, and global partners to address local challenges and foster just and inclusive societies by upholding human rights principles and standards. NHRIs have proven to be essential for the rights-based implementation of the SDGs, inclusive recovery from the COVID-19 pandemic,[212] and sustaining peace. The significant role of NHRIs has been increasingly recognized, including in the Secretary-General's Call to Action on Human Rights, the UN's framework for the immediate socio-economic response to COVID-19, as an indicator of sustainable development under SDG 16, and in the Handbook for Preparation of Voluntary National Reviews. Since 2018, the Tripartite Partnership has been operationalized through joint planning, conceptualization and programming of support to NHRIs which has created more coherence in UN approaches and furthered integrated human rights and development approaches.[213]

UNDP–DPO partnerships on disarmament, demobilization and reintegration and security sector reform

In the area of disarmament, demobilization and reintegration and security sector reform, UNDP partners with DPO by co-chairing UN inter-agency working groups, which gather several UN entities to enhance effectiveness and efficiency in disarmament, demobilization

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[211] In 2020, NHRIs in 15 contexts benefitted from Tripartite Partnership assistance. To reduce overcrowding in places of detention during the COVID-19 pandemic, the NHRI in Togo improved its effectiveness through the development of its first strategic plan and costed results framework, informed by a thorough review of past practices and stakeholder consultations. The Ministry of Law and Justice and stakeholders in Lesotho took key steps toward the promotion and operationalization of the NHRI, including by increasing awareness of its prospective role and mandate and aligning its legislation with the Paris Principles. The NHRI in Mozambique undertook an in-depth capacity assessment, based on the Global Principles for the Capacity Assessments of NHRIs, to identify the most vital capacity needs of the institution and strategies to address them.

[212] See the Global Study on the Role of NHRIs in responding to COVID-19, UNDP, OHCHR and GANHRI, March 2021 at https://www.undp.org/publications/covid-19-and-national-human-rights-institutions.

[213] Tripartite Partnership to Support National Human Rights Institutions, https://ganhri.org/wp-content/uploads/2021/04/TPPFlyer2021.pdf.

and reintegration and security sector reform processes, through the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration (IAWG-DDR) and the Inter-Agency Security Sector Reform Task Force (IASSRTF), respectively. Both working groups have important policy functions consolidating UN practice on the Integrated Disarmament, Demobilization and Reintegration Standards (IDDRS) and Integrated Technical Guidance Notes on SSR. Both sets of guidance constitute living documents and are being reviewed to better equip practitioners at the country level to advise and support the implementation of programmes in these areas.

The Saving Lives Entity (SALIENT) with UNODA

The Saving Lives Entity (SALIENT) has its origins in the Secretary-General's 2018 Agenda for Disarmament[214] and is a UN funding facility[215] that is dedicated to supporting Member States in tackling armed violence and illicit small arms and light weapons as part of a comprehensive approach to sustainable security and development. Informed by decades of experience on small arms control and armed violence prevention by the United Nations Office for Disarmament Affairs (UNODA) and UNDP, SALIENT offers the international community a new vehicle for sustained financing of small arms control measures in settings that have been most affected by these challenges.

By supporting catalytic activities to mainstream small arms control in both development and security efforts, SALIENT responds to the multi-faceted nature of the illicit proliferation of small arms and light weapons and addresses the root causes of armed violence. SALIENT-funded initiatives will put a special emphasis on gender-transformative approaches and the generation of reliable data. SALIENT also builds on the multisectoral platforms and programmes developed by UNDP and ODA, as well as those of other UN entities, which have demonstrated the need for multisectoral approaches to armed violence and small arms/ammunition control. SALIENT is implemented through the Global Programme in partnership with UNODA and is financially housed in the PBF.

SALIENT project proposals must be developed by at least two UN entities, in consultation with UNDP and jointly with the national government, as well as in coordination with the Resident Coordinator. For example, the scoping mission in Jamaica included initial briefings with the UN Country Team led by the RC.

The Peacebuilding Fund

The Global Programme maintains a strategic relationship with the PBF that involves working in close coordination at the country level and through the UNDP corporate liaison (CPPRI team) to ensure funding is complementary and avoids duplication. For example, the jointly implemented UNDP, MINUSCA and UN Women Rule of Law and the Special Criminal Court (SCC) projects in the Central African Republic benefited from PBF support after initial investment from the Global Programme. In Burkina Faso, the funding provided through the Global Programme led to further investment from the PBF. UN System-wide cohesion has been one of the main guiding principles for designing the PBF projects, which were developed in close collaboration with DPA/UNOWAS, UNDP, the Office of Rule of Law and Security Institution (OROLSI) and the UN System in Ouagadougou. The Global Programme regularly provides technical inputs and reviews PBF proposals such as the concept note for a PBF cross-border regional project on dialogue, reconciliation and transitional justice in DRC/Rwanda/Burundi.

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[214] https://www.un.org/disarmament/sg-agenda/en/ (see Action 20).
[215] Financially housed in the Secretary General's Peacebuilding Fund.

The Global Programme's MEL and Innovation Unit will review the PBF definition of "catalytic" and relevant evaluations and assessments[216] to inform the development of a methodology for capturing, measuring and reporting on the catalytic effect of Global Programme support at the country level in Phase IV.

Gender Justice Partnership with UN Women

In April 2020, UNDP launched the Gender Justice Partnership (through the Global Programme) with funding from the Government of the Netherlands. This joint programme aims to increase access to justice for women and girls and vulnerable and marginalized groups by addressing their immediate needs while also working on strengthening the institutional effectiveness and accountability of the judicial system and the legislative framework. It seeks to empower women to seek solutions and provide them with quality services throughout their justice journey using a people-centred approach. It focuses on contexts affected by conflict, crisis and fragility.

UNDP and UN Women collaborate with multiple other partners, including civil society organizations, women leaders, national justice actors, governmental institutions and other UN entities.[217] UNDP and UN Women will continue to take steps to broaden the partnership to galvanize the progress in implementing gender justice initiatives together and around the globe. In the Arab States region, UNDP, UN Women and UNFPA are entering Phase III of the Gender Justice and the Law project, including the launch of a regional gender justice website and online repository of legislation.[218]

UNHCR–UNDP Partnership on Rule of Law and Local Governance

The Agenda 2030 recognizes that displacement and exclusion are key development challenges. The 2018 Global Compact on Refugees and other global policies and campaigns on statelessness and internal displacement call upon humanitarian, development and peacebuilding actors to leverage each other's strengths.[219] For refugee-hosting situations in particular, this has led to a significant increase in development financing and technical assistance in sectors such as livelihoods, social protection, education and health. However, development financing, policymaking and programming for governance and rule of law is still lacking despite their critical importance for ensuring the rights of and protection for asylum seekers, refugees, IDPs, stateless persons, returnees and host communities.[220] Governance

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[216] For example, see the Clingendael Report, Challenges and Opportunities to Peacebuilding: Analysis of Strategic Issues Identified by Country Specific PBF Evaluations, https://www.clingendael.org/sites/default/files/pdfs/Challenges%20and%20opportunities%20to%20peacebuilding.pdf.

[217] In 2020, nine contexts benefitted from the joint activities aimed at ensuring gender equality and expanding access to justice for women and girls: Democratic Republic of Congo, Ethiopia, Lebanon, Mali, Nigeria, South Sudan, State of Palestine, Tunisia and Uganda.

[218] In December 2018, UNDP, UN Women, UNFPA and ESCWA launched the Gender Justice Initiative, which was based on a series of 18 country reports that assessed existing legal frameworks affecting gender equality and protection against gender-based violence against international conventions and standards in the Arab States. Through their publication, the partners sought to encourage legal, policy and institutional reforms to address barriers to gender equality and women's empowerment. Phase II (2019) and III (2020) of the initiative comprised a regional report, the Gender Justice and the Law Dashboard and the extension of that dashboard to cover many of the indicators in SDG 5.1, respectively. Phase III of the initiative includes the launch of a dedicated gender justice website that hosts the data and information made available, including the texts of the laws concerned.

[219] Similar calls are made by the Agenda for Humanity, the United Nations resolutions on Sustaining Peace, and the OECD DAC recommendation on the humanitarian–development–peace nexus.

[220] UN GA Executive Committee of the High Commissioner's Programme (8 June 2015), Note 96/1145, 63rd meeting, EC/66/SC/CRP.10

and rule of law are also essential to prevent and resolve forced displacement and statelessness.[221]

UNDP and UNHCR have increased their collaboration and in 2017 confirmed local governance and rule of law as one of the key areas of focus of this work.[222] To date, over 25 UNDP and UNHCR field operations are implementing or designing joint initiatives on local governance and rule of law. The collaboration has led to more coherence across the humanitarian–development–peace nexus and has in many cases also yielded positive protection and development results. However, there are also many knowledge gaps, operational and financing challenges that need to be addressed to improve the joint response. UNDP is committed to strengthening this partnership in Phase IV to consolidate existing joint work, sustain and scale up successful practices.

UNDP–DPPA Partnership on Constitutional Assistance

Constitutions provide the legal certainty, equal applicability and accountability that are foundational components of the rule of law. They also guarantee fundamental rights and the mandating of courts and commissions to protect those rights, which are vital to promoting a rule of law and human rights culture. UNDP works closely with DPPA and other UN partners to support Member States in designing and implementing inclusive and participatory constitutional reform processes that are dedicated to promoting democracy and the rule of law. UNDP and DPPA have conducted joint constitutional assessment missions for national and UN partners; induction workshops for newly formed constitution-making bodies; and numerous workshops on the array of procedural and substantive challenges that typically arise during constitutional reform processes. UNDP also works with UN Women to promote women's participation in constitutional processes and substantive rights in constitutions and works with OHCHR to promote international human rights norms. At the headquarters level, UNDP and DPPA co-lead an inter-agency working group on constitutional assistance, which also includes DPO, UN Women, OHCHR and UNICEF.

UNDP–OHCHR–UN Women Human Rights Defender Partnership

To reinforce the actions of the Generation Equality Forum, UNDP is working with OHCHR and UN Women on a project to better understand the challenges faced by women and youth human rights defenders in West Africa, particularly in the context of the pandemic. The project seeks to highlight how they can contribute to building post-COVID societies that respect human rights. The project aims to facilitate the discussions around women and youth rights in a participatory and inclusive manner and stimulate dialogue and facilitate networking among women and youth human rights defenders in the subregion. Ultimately the project will identify priority actions in the support and capacity-building of women and youth human rights defenders.

With OHCHR, UNDP also contributes to the work of the Intergovernmental Agencies Contact Group, created in 2019 under the auspices of the OSCE ODIHR and EU Fundamental Rights Agency, in their support to human rights defenders in the region of Europe and Central Asia.

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[221] See also: Jonas Gamso, Farhod Yuldashev (November 2016), Development Aid Will Not Deter Migration but Governance Aid Will; Mauro Lanati and Rainer Thiele (13 December 2018), The Complex Effects of Development Aid on Migration, The New Humanitarian, https://deeply.thenewhumanitarian.org/refugees/community/2018/12/13/the-complex-effects-of-development-aid-on-migration; World Bank/United Nations (2018), Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict, https://www.pathwaysforpeace.org/, Chapter 4: Why People Fight: Inequality, Exclusion and a Sense of Injustice.

[222] The 2017 Joint Communication by UNHCR's High Commissioner and UNDP's Administrator made a commitment to deepen collaboration in five key areas—refugee inclusion in national plans and SDG implementation and joint programming, such as on governance, rule of law, access to justice; sustainable livelihoods, and preparedness.

UNDP–OHCHR partnership on strengthening HR and SDG systems implementation and integrated approaches

Since 2018, UNDP and OHCHR have been implementing joint initiatives bringing together UN and national actors to create synergies between SDG implementation and monitoring processes and the follow-up to the recommendations of the UPR and other human rights mechanisms. Within this framework, UNDP and OHCHR have begun to strategically engage with the UPR and other human rights mechanisms (global and regional) to bring integrated approaches to closing the technical cooperation gap between human rights and SDG systems. This aims to increase the awareness and capacity of UN country teams, governments and other stakeholders to follow up on human rights recommendations and incorporate them into SDG-based national development processes, and strengthen cooperation between the human rights and SDG systems, which varies architecturally at the country level. Seven countries are being supported in 2021, and there is significant demand for further scaled-up support in 2022 and beyond.

Human Rights Mainstreaming Multi-Donor Trust Fund

UNDP is a participating UN organization in the Human Rights Mainstreaming Multi-Donor Trust Fund. UNDP both participates in the governance structure, as a member of the Steering Committee for the fund, and supports the implementation of key activities. To date, the financial support for the MDTF has been focused largely on the provision of Human Rights Advisers to UN Resident Coordinator Offices. As the largest programming entity and integrator in the UN System, in 2020 UNDP collaborated with the UN Human Rights Office implemented complementary work on strengthening RC and UNCT strategic engagement with the UPR process and other human rights mechanisms (global and regional) to achieve the SDGs.

UNDP will continue to support the strategic objectives of the Human Rights Mainstreaming Trust Fund and lead on key activities where our comparative advantage will support development impact and results using a partnership approach*.*

Regional One UN partnerships in business and human rights

UNDP partners with UN actors and the OECD to support the implementation of the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Multinational Enterprises and the OECD Guidelines for Multinational Enterprises. In Asia, UNDP convenes and leads a group of actors which includes ILO, UNWOMEN, UNICEF, IOM, UNEP, ESCAP OHCHR and the UN Working Group on Business and Human Rights, which organizes the annual Responsible Business and Human Rights Forum for Asia-Pacific. In Phase IV, UNDP plans to replicate the same partnership model for the organization of the Regional Forums in Eastern Europe and Central Asia, Latin America, Africa and the Arab States regions which are planned to become yearly events during the time frame of implementation of the Global Programme.

b) Non-UN partnerships

Phase IV of the Global Programme will continue to support UNDP's long-standing efforts to build and strengthen partnerships with Member States (including both beneficiary states and donor states), civil society actors, think tanks, academia and global communities of practice to advance its strategic goals. Particular attention will be given to new strategic relationships and partnerships that enable the Global Programme to engage in specialist priority areas such as e-justice and climate justice, as well as strengthening learning and policy-oriented partnerships to increase the Global Programme's regional and global influence.

- **Member States:** In support of its programming aims, UNDP will continue to prioritize partnering with both Member States and other UN bodies and agencies to enhance the provision of support throughout the Global Programme. This includes working with national stakeholders receiving rule of law and human rights assistance through, for

example, the GFP, which provides a single point of contact for national stakeholders to liaise with the UN on rule of law issues and to work together to deliver jointly planned and implemented rule of law strategies. Engagement with Member States also includes donors who contribute both financially and in-kind to the Global Programme to ensure that assistance is aligned with national priorities, and coherent and coordinated with other international rule of law actors. This includes tapping into the standing expert capacities of Member States to support UNDP planning and programme implementation. The Global Programme partners with the **Folke Bernadotte Academy**, which provides technical expertise to UNDP's people-centred security work, among other things, and whose representatives are members of our **Advisory Group on a People-Centred Approach to Security.**[223] UNDP will also redouble its efforts to work with other multilateral organizations such as the World Bank and the European Union.

- **Civil society:** Civil society actors will be closely engaged in programme countries to leverage the knowledge and expertise of the local context, culture and political economy. In particular, UNDP will seek to foster partnerships with dynamic civil society organizations and leaders that have demonstrated commitment to international human rights principles and are accountable to their constituents.

- **International NGOs, think tanks and academia:** Additionally, policy and research-oriented partnerships, communities of practice, and networks will be further strengthened with a range of think tanks and academic establishments whose work is relevant to the peacebuilding and development field and whose efforts may support UNDP's rule of law and human rights efforts going forward. The current partnership with the United Nations University (UNU)'s **Managing Exits from Armed Groups (MEAC)** programme will continue in Phase IV.[224] UNDP's partnership with the International Security Sector Advisory Team at the Geneva Centre for Security Sector Governance (DCAF-ISSAT) to undertake learning-focused evaluations of a number of country contexts during Phase III will also be maintained and expanded in line with the Global Programme's learning agenda. The Global Programme maintains close contact with the **Overseas Development Institute,** the **International Development Law Organization,** New York University's **Center on International Cooperation** and others to collaborate and share knowledge and learning. UNDP partners with **The Hague Institute for Innovation of Law** on projects that include the Ukraine and Fiji. The Global Programme also regularly engages and collaborates with the Working Group on Transitional Justice and SDG16+ convened by the **International Center for Transitional Justice**, and the Task Force on Justice, an initiative of the **Pathfinders for Peaceful, Just and Inclusive Societies**.

- **Regional entities and organizations:** UNDP and the Global Programme have various long-standing partnerships at the regional level. For example, in Europe and Central Asia, the Global Programme works with the **OSCE/OSCE ODIHR, Council of**

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[223] UNDP and the Folke Bernadotte Academy are partnering to focus on and generate innovative reflections around the people-centred approach to security and the implications of this for future policy and programming engagement. Under this initiative, a thought paper on people-centred approach to security was drafted, seeking conceptual clarity to guide policy development, and the Advisory Group on a People-Centred Approach to Security and a community of practice composed of security sector experts were also established.

[224] MEAC was launched in 2018 to address the knowledge deficit on whether to support exits from conflict work and under what circumstances, through a rigorous, evidence-based study to contribute to more effective policymaking, programme design and implementation and allocation of resources. UNDP is a member of the Steering Committee along with DPO, the World Bank, UNICEF, Switzerland, Sweden and Norway.

Europe and **European Network of NHRIs** to advance human rights issues. In Africa, it works with the African Union and the Network of African National Human Rights Institutions (NANHRI). It supports the implementation of the **Regional Strategy for the Stabilization, Recovery and Resilience of the Boko Haram-affected Areas of the Lake Chad Basin**. Relationships and partnerships to be strengthened in Phase IV include UNDP's work in Asia with the Council of ASEAN Chief Justices, the International Association of Women Judges, the ASEAN Intergovernmental Commission on Human Rights (AICHR) and other ASEAN bodies and the Asia-Pacific Forum of National Human Rights Institutions (APF). In Africa, these partnerships include work with major regional development organizations, including the Economic Community of West African States (ECOWAS), the East African Community, the South African Development Community (SADC) and the Intergovernmental Authority on Development (IGAD). In Latin America, UNDP is collaborating with the Conference of Ibero-American Ministers of Justice (COMJIB), the Open Justice Network (RIJA), the Network of Judicial Schools, CARICOM, CONOSE Network, SICA, the Association of Prevention of Torture (APT), the Danish Institute of Human Rights and the Interamerican Institute for Human Rights, among others.

- **Business associations:** In the context of its work on business and human rights, UNDP has established partnerships with various chapters of the **UN Global Compact Network** and several other business associations, including the **International Organization of Employers** (IOE), **amfori** and **The Global Business Initiative on Human Rights** (GBI). UNDP also manages the **Connecting Business initiative** (CBi), a joint project with OCHA to strategically engage with local private-sector networks to prepare for, respond to and recover from emergencies. In Phase IV, these connections will be further strengthened and leveraged in the context of work related to green and climate justice.

Box 2: Lessons from the Global Focal Point (GFP) in Phase III

The Global Focal Point (GFP) for the Rule of Law was established by the UN Secretary-General in 2012. The arrangement, co-led by UNDP and DPO, contributes to the UN's prevention and sustaining peace agenda by strengthening the system-wide provision of rule of law assistance to address violent conflict, protect human rights and restore justice and security for conflict-affected people. It supports the implementation of the Action for Peacekeeping Agenda; the Women, Peace and Security Agenda and the 2030 Agenda. The GFP aims to streamline assessment, planning and delivery of rule of law support to improve overall impact. It contributes technical knowledge, people (through the rapid deployment of police, justice and corrections expertise) and strategic support in the form of joint assessments, planning, funding and partnerships to ensure coherent rule of law assistance in post-conflict, crisis and transition contexts.

At the country level, GFP partners work together to deliver under one jointly planned and implemented rule of law plan (in line with national priorities) and provide one single point of contact for national stakeholders to liaise with the UN on rule of law issues. The GFP supports senior UN officials in-country who are responsible and accountable for guiding and overseeing UN rule of law strategies, for resolving political obstacles and for coordinating UN country support on the rule of law. To support the UN leadership in fulfilling this task, the GFP responds to requests channelled through UN entities on the ground, with timely and quality assistance. The Global Programme is the financial vehicle that enables the GFP to deliver both at headquarters and at the country level.

An independent review of the GFP in 2018 identified a number of positive achievements. It found that the GFP helped to leverage comparative advantage, position the UN to avoid setbacks during peace operation transitions, reduce duplication, and create efficiencies in the field. For example, in the Central African Republic, the joint programme on impunity re-established functioning courts in Bangui and elsewhere, allowing the resumption of basic justice services, including the first criminal hearings since 2010. In January 2018, the Bangui Central Court handed down its first conviction for conflict-related crimes. In Somalia, the joint program has built capacity in the justice chain, helped establish ministries of justice in the South-Central states, provided scholarships for law students and created a Policing Model that is now being developed by state organizations. In Haiti, joint work enabled the continued training of police cadres and digitization of police systems.

The 2018 review and the recent Global Programme mid-term evaluation highlighted several challenges and recommendations for strengthening the effectiveness and reach of the GFP. These included promoting more integrated approaches across the GFP entities, including through more joint resource mobilization and more coherence of plans, timelines and analysis; raising the profile of the GFP at the country and regional levels; and giving more emphasis to thematic areas such as gender and human rights.

In 2020, funding from the United Kingdom enabled the GFP to greatly strengthen joint responses, especially those relating to COVID-19, which were provided in 16 settings. It also assisted the establishment or renewal of six 6 joint programmes and the establishment of two new rule of law projects related to CRSV and e-justice in South Sudan and Afghanistan, respectively. Seed funding was provided to consultations for a new rule of law programme in Somalia, to be jointly implemented by UNSOM, UNDP, UN Women and UNICEF. The GFP continued to convene key rule of law actors at headquarters and in-country on country-specific consultations. For example, the Standing Police Capacity, UNDP and OHCHR partnered in Angola, Uganda, the Maldives and Zambia to offer online training for law enforcement personnel on human rights based, gender-sensitive and people-centred policing in the context of a state of emergency, elections, and community policing. In Afghanistan, remote court hearings were established with online support offered by the Justice Corrections Standing Capacity through a new joint project in response to the deteriorating security situation and the COVID-19 pandemic.

3.3 Risks and assumptions

a) Key risks that threaten the achievement of results and mitigation strategies

The Global Programme provides support across the full range of development contexts, with a specific focus on fragile, conflict and crisis-affected settings. Delivering this support entails several challenges and a range of risks that could compromise its potential for maximum impact. These risks and accompanying mitigating strategies are further elaborated in Annex 3: Risk Log, and are summarized as follows:

- Changing political environments and national priorities undermine or compromise institutional capacity development efforts.

- Changing priorities within the international community weaken efforts to integrate rule of law and human rights into peacebuilding, stabilization and recovery processes or other initiatives to address or prevent fragility and conflict.

- Inter-agency engagement from partners at headquarters and country level is weak.

- Inadequate response to resource mobilization efforts hampers the Global Programme's capacity to respond to increasing demand for support from UNDP Country Offices, regional hubs and host governments.

- Unpredictable management, lack of buy-in, and/or financial or personnel constraints within Country Offices prevent UNDP rule of law and human rights assistance from achieving maximum effect.

- There are challenges around identifying highly qualified and experienced rule of law and human rights experts with whom to partner for rapid deployment.

- The lack of operational or technical capacities, including MEL capacities in UNDP Country Offices, limits the delivery of and reporting on the catalytic effect of pipeline funding.

- Access and ability to work is reduced or limited in some settings due to security and public health restrictions for programme staff and consultants (for example restrictions related to the current COVID-19 pandemic).

- Interoperability challenges such as incompatibilities across finance systems negatively affect inter-agency joint rule of law programming, especially in Mission settings, and slow delivery.

To avoid compromised delivery, UNDP is actively engaged in measures to pre-empt and/or mitigate these risks and their potential effects on the Global Programme. For example, UNDP will:

- Increase regional and headquarters-level communications and advocacy efforts to sensitize donor partners regarding the importance of supporting the rule of law and human rights in preventing and responding to crisis, conflict and fragility.
- Continue to be responsive to donor concerns and questions and conduct regular consultation and communication with the Partners Advisory Group, such as through frequent partner meetings, which were recognized as a strength of Phase III of the Global Programme.
- Establish an expert advisory group for Phase IV, where members of think tanks, academia, international organizations and civil society will be invited to provide guidance and advice to the Global Programme on an annual basis.
- Actively participate in high-level, intergovernmental and other regional and international forums to bring the international community's attention to the importance of rule of law assistance in the early stages of stabilization, recovery and peacebuilding initiatives.

- Maintain the highest quality of UN rule of law and human rights expertise at the regional and headquarters levels, including through opportunities to acquire staff through loan arrangements and other in-kind contributions and establishing and maintaining effective knowledge management tools.
- Strengthen the roster of rule of law, justice, security and human rights experts for rapid deployment, with an emphasis on ensuring greater diversity (including in terms of gender, race and ethnicity), expanded thematic and context expertise, and language skills.
- Continue to actively participate in and facilitate increased inter-agency coordination through joint planning, missions, programming and reviews, for example through the GFP, with UN Women, UNHCR, OHCHR, UNODC and others.
- Strengthen MEL capacities within the Global Programme to support high-quality programming, inform global policy development and support resource mobilization efforts for rule of law and human rights support, based on evidence of good practices and impact.
- Engage with Missions, UN Country Teams, UNDP Country Teams, Peace and Development Advisers (PDAs) and other UN presences in a proactive and service-oriented manner, to ensure awareness and the visibility of the Global Programme and the Global Focal Point's services and support.
- Mitigate interoperability challenges in connection with finance systems by ensuring that all partners have adequate information regarding the GFP partnership (in English, French, and Spanish) and contractual agreement/funding agreement options available. Further explore GFP governance mechanisms.
- Increase and strengthen partnerships, including with UN agencies such as UNEP, and with specialized NGOs and think tanks, research institutes and academic institutions to mobilize technical and multidisciplinary expertise to further the strategic priorities of the Global Programme.
- Ensure that UNDP works closely with UNCT in-country by encouraging joint programming and coordination including with the RCO.

b) Key assumptions upon which the project results depend

It is assumed that:

- The demand for rule of law and human rights engagement—both political and technical—will increase as a central pillar of governance, peacebuilding and long-term development initiatives supported by the international community.
- Requests for rule of law and human rights assistance by national authorities will continue to increase, given the strengthened capacity of UNDP and the UN System (e.g. the Global Focal Point) to deliver rule of law and human rights assistance.
- A shared understanding among partner governments, international actors and donors regarding the importance of rule of law and human rights in sustaining peace and promoting sustainable development will continue to develop as the UN System and its partners deepen their engagement through a rights-based, people-centred approach.

3.4 Stakeholder engagement

A critical approach of the Global Programme has always been its engagement with national, regional, and local stakeholders to ensure that supported initiatives are aligned to national and local priorities for strengthening rule of law and human rights. Every effort is made to develop country-level initiatives that build on existing national capacities, which not only minimizes the requirements to get efforts moving on the ground but also facilitates the national ownership and leadership necessary for making the rule of law and human rights central to peacebuilding, recovery and development efforts and ensuring long-term sustainability.

In Phase IV, the Global Programme intends to enhance its engagement with national stakeholders and focus on harnessing and supporting regional entities' mechanisms, systems and programmes to ensure coherence, sustainability, integration and coordination that can

bolster national-level efforts. This is particularly important in areas where programming has a cross-border dimension, such as in the Lake Chad basin and the Sahel.

The Global Programme will also increase engagement with governments, businesses and other partners in promoting rule of law and human rights, including through the application of the UN Guiding Principles on Business and Human Rights, which are grounded in the recognition that the rule of law and human rights are central to enabling countries to mobilize and use resources, and for investors to commit private capital securely effectively, efficiently and transparently.

3.5 South-South and triangular cooperation

In Phase IV, the Global Programme is committed to strengthening its role as a platform for facilitating and enabling greater collaboration and the sharing of knowledge, skills, know-how and good practices for rule of law and human rights promotion across UNDP Country Offices and the GPN. Intentional and systematic learning and knowledge brokerage are among the results of the Global Programme that are specifically intended to enable the delivery of high-quality programming and the development of evidence-based, learning-informed global policy (specifically, see programme Outcome 2 and outputs 5 and 6). Efforts to realize this strategic focus will be led by a new MEL and Innovation Unit situated within the programme, which will develop and implement a learning strategy aimed at strengthening the capacities of the Global Programme team and those of Country Office staff. It will build upon existing mechanisms and platforms, including the UNDP Annual Meeting on Rule of Law and Human Rights and the GPN COPs, while also seeking new opportunities, platforms and partnerships for enabling greater knowledge and learning exchange.

The presence of Global Programme staff in each of the UNDP regional hubs will be critical to enabling and facilitating internal reflections and exchanges of experience between Country Offices within a specific region and also across regions and with headquarters (see Output 5). This learning approach focuses not only on sharing successes but also on reflecting critically on and analysing why certain approaches did or did not achieve the expected results. At the same time, the Global Programme can mobilize thematic and regional expertise through both staff and consultants for detailed assignments or other long-term engagements to support the sharing of expertise, skills and knowledge. Its strategic and operational partnerships—including with the Pathfinders for Justice initiative, for example, or through the GFP—are also critical for enabling South-South and triangular cooperation.

3.6 Knowledge

In Phase IV, the Global Programme is committed to reasserting its position as a thought leader regarding rule of law and human rights promotion, and this has been identified as a specific intended result of the programme (see Output 6). This leadership position was perceived to have been less prominent in the first half of Phase III, although the Global Programme contributed to and produced many knowledge products during the COVID-19 pandemic.[225] For example, at the onset of the pandemic, UNDP and partners rapidly developed important guidance documents on access to justice, police planning, business and human rights and places of detention. It also published the Checklist for a Human Rights-Based Approach to Socio-Economic Country Responses to COVID-19 and tools such as the COVID-19 Digital Mapping: Justice and Deprivation of Liberty.

The importance of the Global Programme as a thought leader and knowledge broker is integrally linked to its commitment in Phase IV to developing robust systems for MEL (see Output 5) that will enable evidence-based learning, knowledge management and exchange and will strengthen both programming and policy development at all levels—national, regional

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[225] See the MTE.

and international. In Phase III, the Global Programme has already supported several regional-level knowledge products such as "Caribbean Justice: A Needs Assessment of the Judicial System in Countries".[226] This operational enabler aims to leverage the rich experience in Global Programme-supported countries and others and to ensure policy and knowledge guidance is informed by a strong evidence base of what works and what does not. In this regard, the regional presence of the Global Programme will be important in acting as a feedback mechanism, supporting the feeding of insights, practices, lessons and evidence and good practices from the country level into corporate UNDP strategy and policy at the regional and headquarters levels. This country-level evidence and learning will also be important for substantiating the assumptions underpinning the Global Programme's high-level theory of change.

In Phase IV, there will be a specific focus on generating knowledge on several key thematic areas that include (but are not limited to) digitalization and human rights, business and human rights, climate justice, gender justice, constitutions and disarmament, demobilization and reintegration. In addition, the programme's learning strategy will identify a series of questions that will guide targeted programme efforts to expand UNDP's and the global knowledge base regarding effective rule of law and human rights promotion, including through catalytic funding that is specifically allocated to testing learning approaches. Questions could include, for example, how is political will for promoting rule of law and human rights most effectively built and maintained? What role could or should youth perspectives play in justice and security sector reform? How do people-centred approaches address power imbalances and resource allocation?

The Global Programme will support the capturing and sharing of knowledge across UNDP's GPN to strengthen its thought leadership role and facilitate access to existing knowledge and expertise within and beyond UNDP. The Global Programme will continue its support to UN System-wide policy development and guidance regarding rule of law and human rights in prevention, recovery and response to fragility, crisis, and conflict, including in conjunction with other GFP knowledge generation initiatives.

3.7 Sustainability and scaling up

Ensuring the sustainability of initiatives that are supported through the Global Programme is a priority for both UNDP and the broader UN System vis-à-vis the GFP. Through all of its assistance, UNDP and the GFP work to ensure rapid responses to the most urgent needs while at the same time laying the building blocks for fostering recovery, sustaining peace and improving human development. In mission contexts where the whole of the GFP is responsible for delivering rule of law support, the Global Programme provides a ready-made tool to ensure a smooth transfer of responsibility for operations and implementation from Mission to Country Teams, as well as strengthening the capacity of national and local stakeholders to eventually assume all aspects of justice and security reform and oversight of the human rights situation on the ground. In non-Mission contexts, UNDP ensures sustainability by strengthening national capacities for owning rule of law and human rights processes by building these components into each specific country-level project and programme.

The Global Programme's strategy explicitly acknowledges that it is operating within a complex development setting that requires highly context-specific, integrated and adaptive approaches. The Global Programme prioritizes being context- and needs-driven to ensure that support is appropriately targeted. Proposals for Global Programme funding need to be explicitly grounded in a short, politically informed and conflict-sensitive context analysis and include an articulation of the hypothesis for what change the intervention will catalyse and how it will do so. The country-level interventions will be updated throughout the life cycle of the project,

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[226] See Caribbean Justice: A Needs Assessment of the Judicial System in Nine Countries.

based on country developments and analysis and with support from the newly established MEL and Innovation Unit, in line with a results-based management cycle.

The Global Programme recognizes the particular sustainability challenge in conflict-affected and fragile contexts and will work closely with UNDP Country Offices and regional hubs to institutionalize interventions within national structures and institutions. A critical aspect of this is identifying the most salient targets for support at the country level, especially considering the need to ensure value for money and the most effective use of resources.

In Phase IV, the Global Programme will also promote the integration of analysis and strategies at the country level to ensure greater alignment between country-level and global objectives and results, and increased information flow between UNDP Country Offices, regional hubs and headquarters.

Further, the Global Programme's strategy recognizes that the sustainability of its interventions requires political, distributive, behavioural and institutional change. Political interests and power dynamics are likely to be crucial to the long-term sustainability of programme achievements. Its guiding principles therefore emphasize the importance of designing interventions in a way that is people-centred, participatory and informed and driven by an understanding and analysis of the political, conflict and social context, the legal framework and current resources, and the dynamics and capacities of relevant stakeholders and systems. Its support to Country Offices will include promoting strengthened understanding and application of approaches such as thinking and working politically and political economy analysis in their programming. The programme also understands that building political will and commitment in order to achieve national investment and buy-in to rule-of-law– and human-rights–related interventions is key. This understanding underpins the theory of change and includes the specific aspirations articulated under Output 1 and Output 2, for example. Strengthening the capacity of institutions and their personnel to be more accountable, transparent and people-centred is a key goal within Output 3, aimed at enabling national stakeholders and institutions to take ownership of actions and integrate these with their own objectives and planning systems. Ensuring that rule of law and human rights remain high on the global political agenda and creating an enabling environment for more sustainable country-level interventions are a key focus of the Global Programme's intended interventions under Output 6.

During Phase III, the Global Programme was able to promote sustainability through the provision of targeted technical and financial support. It was observed that after receiving pipeline funding, for example, several Country Offices were able to generate significant additional funding and expand their programming, including through inputs from other donors and/or national counterparts.[227] For example, in Colombia, Global Programme funds were provided in 2018 for an expert to assess bottlenecks in support to SGBV victims, build relations with relevant government counterparts, develop a joint strategy and conduct a brief pilot in 2020. The Ministry of Justice subsequently adopted the approach, which is now being rolled out across the country with government support and resources.[228] In 2020, through support provided by the Global Programme, UNDP partnered with the Government of Germany to undertake an in-depth analysis of the security situation and the institutional and legal frameworks governing security and the rule of law in five Sahelian Countries, which concluded with the drafting of the Sahel Security and Stability Assessment Regional Report. As an outcome of the assessment, the German Foreign Office contributed €20 million to UNDP's social cohesion, security and rule of law (COSED) programme in Burkina Faso.[229] The Global Programme's MTE found that in Pakistan, there is evidence of a strong causal relationship

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[227] MTE 2021
[228] ISSAT Colombia Evaluation.
[229] 2020 UNDP Annual Report on Rule of Law and Human Rights

between the Global Programme seed funding provided by UNDP and the substantive amount (€6.5 million) of EU funding that was recently secured for a new programme.[230] Overall, the MTE found that the mobilization of funds at the country level has been positively influenced by Global Programme technical and financial support in all case study countries.

However, these catalytic effects were not systematically captured and reported over time. In Phase IV, the Global Programme will focus on developing MEL and reporting systems to better capture, analyse and report on these effects to inform good practices, innovations and learning that will facilitate sustainability and opportunities for scaling up, based on an understanding of what works and what does not.

IV.   PROJECT MANAGEMENT

4.1 Cost efficiency and effectiveness

Building on work undertaken in Phase III and in line with the DCAF's ISSAT evaluations[231] and the Global Programme midterm evaluation, UNDP in Phase IV will ensure greater cost efficiency and programme effectiveness by launching a comprehensive approach to MEL. The Global Programme is committed to creating a more streamlined approach to monitoring and evaluation efforts across country-level and regional projects to better assess needs and measure impact.

The new MEL and Innovation Unit will lead the development of a standardized MEL system that supports strategic, evidence-based programme outcomes and outputs with appropriate baselines, targets and indicators that are tailored to each individual context in which the Global Programme operates. Lessons from Country Offices such as Somalia, Palestine and others regarding MEL will be mined, shared and built upon. Data collection methods will be strengthened to better inform policies and programmes on rule of law, justice, human rights, and people-centred security by supporting country-level development and capacity for monitoring and evaluation of rule-of-law– and human-rights–related programming. Efforts to track results and on-the-ground impact and measure change systemically will be redoubled. The approaches to doing so will include systemized learning exchanges, online training and capacity-building in MEL for the Global Programme team and Country Offices through direct support from the MEL and Innovation Unit. The Global Programme will also draw on expertise and resources in other UNDP teams, such as the Effectiveness Team, that are advancing innovative learning approaches in line with UNDP's organizational commitment to enhancing its capacity for continuous learning and impact measurement.

To move this agenda forward, UNDP will continue partnering with DCAF-ISSAT to build a coherent, extensive evidence base for UNDP's Global Programme through a series of country-level evaluations culminating in a global findings report upon which flexible guidelines for strategic monitoring of country-level projects can be based, learning can continue and necessary adjustments to programming can be made.

Phase IV of the Global Programme will continue its focus on providing catalytic funding to fragile and conflict-affected countries but will also support prevention initiatives and innovations in programming and learning. A strengthened focus on MEL within the pipeline process will support more systematic learning and a stronger evidence base to inform programming, policy and enable stronger impact reporting. Requests for Global Programme funding will be required to be explicitly grounded in a short politically informed, conflict-sensitive context analysis and articulation of the hypothesis for what change the intervention

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[230] Global Programme Phase III Midterm Evaluation
[231] Seven country evaluations were undertaken, including in Guinea-Bissau, Colombia, Jordan, CAR (two evaluations), DRC and Palestine.

will catalyse and how it will do so. Approaches to developing baselines prior to project implementation will be standardized, and mechanisms to ensure midterm and end-of-phase assessments to encourage reflection and learning will be developed and strengthened throughout Phase IV. Additionally, as highlighted by the Phase III midterm evaluation, further emphasis will be placed on developing and implementing the Global Programme results frameworks based on data-driven analysis rather than just anecdotal evidence or qualitative assessment. To encourage these efforts at a systems level, the Global Programme will provide high-quality assistance to UN System processes for conducting baseline/joint assessments, programmes, monitoring and evaluation through the MEL and Innovation Unit. The Global Programme will leverage existing and new mechanisms to ensure learning is regularly shared and purposefully informs programming, broader institutional learning and global policy discussions and developments.

As per UNDP rules and regulations, the Global Programme will undertake midterm and end-of-programme evaluations.

An important component of ensuring the delivery of effective, cost-efficient support through the Global Programme is maintaining the flexibility to shift programmatic interventions when evidence indicates that the assistance delivered is not achieving the desired result. This is part of the new MEL approach and should allow projects and programmes to adapt based on context changes, learning, results and outcomes. This may include recalling or reallocating funding, redirecting project or programme aims and efforts or scaling back initiatives implemented in very complex situations according to ongoing assessments of what achievements are realistic in the given context and what is working at the country or regional level.

As in Phase III, we will continue to mainstream UNDP's human-rights–based approach and Social and Environmental Standards, which underpin our commitment to mainstreaming social and environmental sustainability in our programmes and projects. The SES are an integral component of UNDP's quality assurance and risk management approach to programming. This includes our Social and Environmental Screening Procedure, which enables UNDP to categorize projects according to the degree of potential social and environmental risks and impacts they entail, including their potential to aggravate existing situations of fragility and conflict. Support will be provided to the operationalization of the human-rights–based approach in country programming across all areas of UNDP activity.[232]

The Global Programme is a gender marker 2 project and as an overall principle reaffirms UNDP's commitment to ensuring that our entire Global Programme is gender mainstreamed (see also Section 2.5: Guiding Principles)—that is, that all country and regional level interventions it supports consider gender as part of the conflict analysis, priority setting, budget allocation, implementation, results framework and activities, as well as in monitoring and evaluation, and that dedicated projects on gender equality in rule of law, justice, security and human rights are increasing. This is also in line with Security Council resolution 1325 on Women, Peace and Security, which calls for the increased participation of women and the incorporation of gender perspectives in all UN peace and security efforts (including the participation of women in decision-making and peace processes, gender perspectives in training and peacekeeping and gender mainstreaming in UN reporting systems).

4.2 Project management

In an effort to consolidate and strengthen UNDP's global response as well as country-level support on rule of law, justice, security and human rights, all of UNDP's global capacities in rule of law and human rights have been brought together into one Rule of Law, Justice,

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[232] https://info.undp.org/sites/bpps/ses_toolkit/Pages/Homepage.aspx

Security and Human Rights technical team (ROLSHR). This allows UNDP to continue to build its global profile and deepens its rule of law and human rights assistance in all environments and takes its role as part of UNDP's GPN forward. This enhanced team maintains a presence at the New York and Geneva headquarters, as well as in the UNDP Regional Hubs in Addis Ababa, Amman, Bangkok, Istanbul and Panama, with staff also located in satellite offices in Dakar, the Caribbean and Nairobi.

The ROLSHR team, located within the UNDP Crisis Bureau, manages and implements this Global Programme. It works closely with the UNDP Regional Bureaux, the Regional Hubs and UNDP Country Offices to develop and deliver high-quality, context-specific support to rule of law, justice, security and human rights in a wide range of contexts. It also works through the GFP arrangement to partner with DPO and other UN agencies to contribute to joint planning and assessment on behalf of the UN System, and to provide joint financial, technical and operational support on the ground. The ROLSHR team supports national, regional and global policy efforts and knowledge brokerage, including through the development of guidance documents, research reports and policy briefs. These allow us to both support and influence internal and external networks, which in turn should lead to more effective and well-informed ROLSHR programming globally.

In Phase IV, the ROLSHR team structure will be decentralized, moving away from a NY/HQ centric team to a more integrated and agile team with more even distribution of capacity and focus across the thematic areas and the regions. This conceptualization, including the global reach and interconnectedness of the Global Programme, is visually represented in Figure 2. This will be coupled with a more structured process and integrated, agile way of operating that ensures the Global Programme is optimizing the collective wisdom, experience and know-how of the entire team. The team will be knowledge- and learning-driven, reflected in a commitment to establish a new MEL and Innovation Unit.

Figure 2: Conceptual representation of an intentionally integrated and agile team
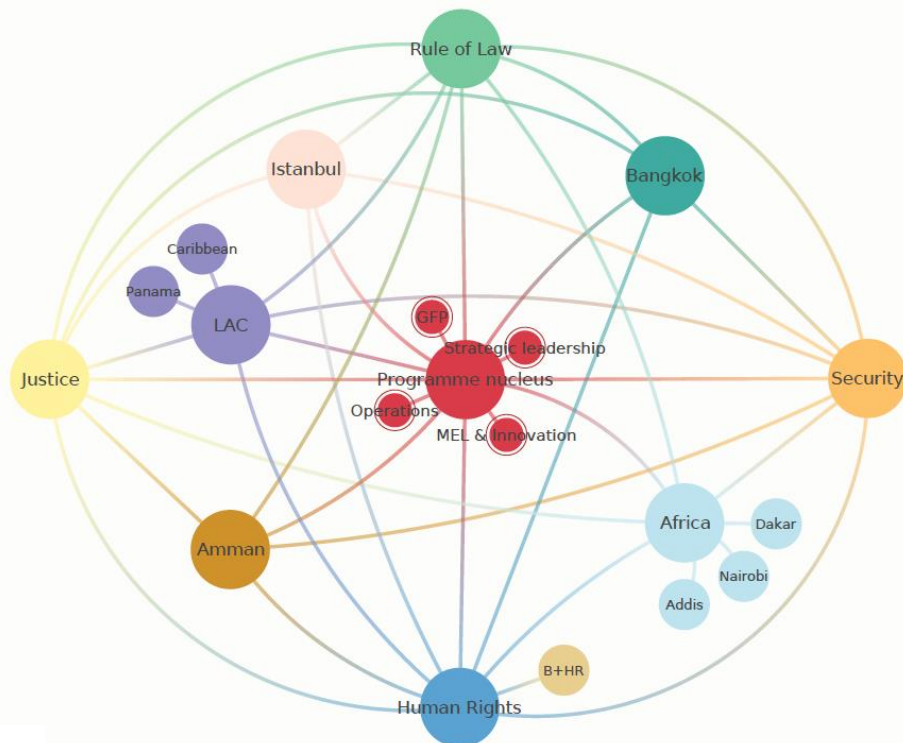
In Phase IV, the Global Programme will strengthen its capacity to influence and enable change by explicitly focusing on and investing financial and/or human and technical resources in the following operational enablers (see Section 2.5 (b): Six operational enablers):

-   **robust systems for MEL**

-   **strategic innovation**

-   **a strategic approach to partnerships**

-   **integrated responses to complex challenges**

-   **enhanced and responsible development financing environment**

-   **inclusive, rights-based and sustainable digitalization**

Context focus

The Global Programme provides bespoke, tailored support to crisis response, risk management and prevention efforts for emerging threats and situations of fragility and crisis across the spectrum of development contexts. During Phase III, demand from non-priority Country Offices rose, and the Global Programme was able to respond to this need by drawing on the range of "tools" it has at its disposal, such as catalytic funding and technical and strategic support. Given the global context and lessons from Phase III, it is expected that the demand for rule of law and human rights support from a wide range of contexts, not only crisis and conflict-affected, will continue in Phase IV. The Global Programme is also premised on the assumption that a strong rule of law and respect and protection of human rights are crucial for conflict prevention.[233] Therefore, the Global Programme will not only respond to fragility and instability as a way to prevent violence and sustain peace but will also support efforts to anticipate and prevent these situations (see Section 2.4: Theory of change). These endeavours may, upon request, be carried out in middle-income countries, where these elements pose a substantial threat to peace and development progress that has already been achieved.

Thematic focus

In Phase IV, the Global Programme will continue to provide assistance in its core areas of expertise, including rule of law promotion, constitutions, anti-discrimination, people-centred justice and security, transitional justice, disarmament, demobilization and reintegration and armed violence reduction, accountability and oversight, enhanced civic space and support to human rights defenders and national human rights systems. In response to the context developments outlined in Section I, as well as UNDP priorities, the Global Programme's comparative advantage and experience and learning from Phase III, it will also focus on strengthening and expanding its work in more nascent areas of work—such as business and human rights, the integration of human rights and SDG systems and civic space—and will identify strategic areas of intervention based on the assessments currently being carried out regarding climate justice, e-justice and rights-based digitalization.

Pipeline catalytic funding

The Global Programme funding pipeline, providing catalytic funding to UNDP Country Offices, will invite Country Offices to submit proposals and allocate funds, in coordination with Regional Hubs and Regional Bureaux through a final sign-off from the Global Programme Project Board, two to three times per year depending on the availability of funds. In Phase III, some funds

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[233] World Bank/United Nations (2018), Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict, https://www.pathwaysforpeace.org/.

were earmarked for "priority countries". However, the Global Programme sought to expand funding availability to be more **geographically and thematically** diverse and to be responsive to changing country contexts and needs. For example, the Global Programme supported Belarus in 2020 in response to the political situation there, seeking to strengthen preventive work, recognize the value of early warning signals for crises and prevent serious violations of human rights and humanitarian law.

The Global Programme recognizes the importance and the complexity of defining and measuring "catalytic". Direct and indirect catalytic effects may be tangible, such as increased financial support, scaling up of programming or new partnerships; or intangible, such as relationship building and building political capital, which are also critical for enabling change. In Phase IV, with the support of the MEL and Innovation Unit, the Global Programme will develop definitions and a system for capturing the tangible and intangible effects of funding over time as part of the new MEL strategy described in Output 5. Guidance will be taken from PBF and others who have experience in measuring the catalytic effect on their own programming.[234] The Global Programme intends to focus not only on capturing quantitative data but also on gathering qualitative data and information that contributes to learning and adaptation (see the pipeline funding reporting requirements below). Working with the support of the expert advisory and partners groups, the MEL and Innovation Unit will seek to further develop an indicator for the direct catalytic effects of increased financial support so that this can be measured throughout Phase IV.

In Phase IV, the Global Programme will focus on strengthening country-level technical support and provide catalytic seed funding to three types of contexts:

1. ***Contexts affected by crisis, conflict or fragility***:[235] In Phase III, this included Yemen, Mali and the Central African Republic.
    a. 70% of Global Programme pipeline funding should be dedicated to these fragile, conflict, crisis and transition settings;
2. ***Prevention contexts and situations of human rights risk***:[236] Initiatives that aim to anticipate and prevent instability and conflict, build resilience, strengthen protection and promotion of human rights and, in doing so, accelerate the achievement of the Agenda 2030.
3. ***Contexts supporting experimental and innovative efforts***: Interventions that support experimental and innovative approaches that will expand the programme's learning, knowledge and evidence base regarding what works and what does not and further its learning approach to advancing rule of law, justice, security and human rights.

To receive catalytic seed funds, certain minimum funding criteria must be met by the requesting Country Office. The received proposals are vetted by the Global Programme

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[234] While the PBF definition of catalytic focuses on change critical to peacebuilding, it defines catalytic actions as involving two levels of change: 1) the factors which are the intermediary level of change that the catalytic program directly affects; and 2) the longer-term or larger level of change that the catalytic program hopes that its intervention will unblock, jump start, or accelerate. The Global Programme will use this as a starting block to define and capture the catalytic impact of Global Programme support.

[235] Aligned to the forthcoming UNDP Framework for Development Solutions for Crisis and Fragile Contexts.

[236] UNDP's work in prevention is focused on three objectives: stabilizing and protecting development gains; mitigating risks of relapse or recurrence; and building institutional and community resilience to sustain peaceful development pathways. This focus aligns to the UNDP organizational commitment to focus on anticipatory and preventive measures to address emerging complexities. UNDP Strategic Plan 2022–2025.

Management Team based on pre-defined criteria (below), and funding decisions are approved by the Project Board.

A funding request form template must be used for the submission of the proposal to the Programme Management Team. The template will be shared with the Country Offices by the respective ROLSHR regional or country-specific focal point.

According to the overall eligibility criteria, projects must:

- be integrated into national policies/strategies (e.g. national SDG plan, national action plans);
- be explicitly grounded in a short, politically informed, conflict-sensitive context analysis and include an articulation of the hypothesis for what kind of change the intervention is expected to catalyse, how it will do this, and why it is important;
- demonstrate that the current context, political situation and capacities will allow successful implementation in 12 months[237];
- align to one or more of the Global Programme outputs and desired results;
- be part of an existing broader umbrella entailing a rule of law programme or security, justice and human rights programming, as the Global Programme cannot fund "whole projects" but serves as a centre for testing, piloting and scaling up of activities;
- ensure stakeholder/target group engagement and prioritization focusing on prioritizing discriminated and marginalized groups left furthest behind;
- promote gender equality in a significant way (Gender Marker 2 or 3) and assign a minimum of 15% of their funding to activities related to gender equality and women's empowerment;
- comply with corporate programming standards outlined in the POPP, with particular attention to UNDP's [programming principles](#) and Social and Environmental [screening procedure](#);
- have a strategy for joint and coordinated programming and strengthening partnerships—both within and external to the UN System, as appropriate;
- have budgets of a maximum of $500,000 per country, per year (except in extraordinary circumstances); and
- demonstrate at least 80% delivery of existing pipeline allocations from Global Programme allocations.

Consideration will also be given to whether there is a history of effective delivery of GP funds and proven ability to report on and provide evidence of impact, catalytic effects and alignment (to prevent duplication) with other UNDP funds such as Funding Window[238] allocations.

Reporting requirements:

- Submit a six-month interim narrative and financial report that specifically highlights challenges, lessons and successes and a description of the actual or potential catalytic effects of the funding, with a view to improving programming on the ground where needed, through support from the MEL Unit.
- Provide inputs into the Global Programme Annual Report.
- To ensure a full understanding of the financial instruments and reporting requirements, first-time Global Programme fund recipients must partake in an

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[237] Project should use national systems (i.e. procurement, monitoring, evaluations, etc.) whenever possible.

[238] https://www.undp.org/funding/funding-windows.

introduction meeting on finance and administration with the Programme Management Team.

In addition to the above, UNDP maintains the capability to directly delegate smaller amounts of funding through the Global Programme to other country requests as deemed necessary—for instance, special development situations requiring rapid and targeted support, or smaller monetary investments. As recommended by the Phase III MTE, quick impact funds for situations requiring rapid support can be made available to Country Offices. The Global Programme will also provide both technical, strategic and financial support to regional-level programming that responds to regional and country-level priorities for rule of law, justice, security and human rights and are aligned to the Global Programmes strategic outcomes and outputs. outcomes. The Global Programme will provide an allocation of funds to each regional hub based on priorities and needs identified at the beginning of each year by the ROLSHR regional adviser in consultation with other relevant hub staff and teams. These allocations may be increased based on needs that have been identified as well as implementation and delivery at the regional level, depending on the Global Programme budget.

Implementation of rule of law programmes at country levels will be executed by UNDP Country Offices and their implementing partners according to UNDP rules and regulations in close collaboration with the ROLSHR team in New York, and regional advisers. UNDP Regional Bureaux will oversee the implementation of Country Offices. Regional hubs will be responsible for the delivery of financial support of their regional programming and support Country Offices in their implementation through regional advisers and HQ country focal points.

V.   RESULTS FRAMEWORK

Results framework[239]
Project title and Atlas project number: The Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development, Phase IV (2022–2025)
Intended outcome as stated in the UNDP Strategic Plan's Integrated Results and Resource Framework: Primary Development Outcome 1: A structural transformation, particularly green, inclusive and digital transitions[240] Secondary Development Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development
UNDP Strategic Plan outcome indicators including baseline and targets: Indicator 3: Proportions of positions in national and local institutions, including (a) the legislatures; (b) the public service; and (c) the judiciary, compared to national distributions, by sex, age, persons with disabilities and population groups Indicator 9: Percentage of achievement of legal frameworks in place to promote, enforce and monitor equality and non-discrimination on the basis of sex
Applicable output(s) from the UNDP Strategic Plan:[241] Output 2.2: Civic space and access to justice expanded, racism and discrimination addressed, rule of law strengthened, human rights and equity strengthened Output 2.3: Responsive governance systems and local governance strengthened for socio-economic opportunity, inclusive basic service delivery, community security and peacebuilding Output 2.4: Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement Output 3.2 Capacities for conflict prevention and peacebuilding strengthened at the regional, national and subnational levels and across borders Output 3.3 Risk-informed and gender-responsive recovery solutions, including stabilization efforts and mine action, implemented at regional, national and subnational levels Output E.1 People and institutions equipped with strengthened digital capabilities and opportunities to contribute to and benefit from inclusive digital societies Output E.2 Innovation capabilities built, and approaches adopted to expand policy options at global, regional, national and subnational levels
Expected programme outcomes:[242] Programme Outcome 1: Inclusive, people-centred systems that provide quality justice and security services and uphold and protect human rights are trusted and accessible, especially in contexts affected by crisis, conflict or fragility. Programme Outcome 2: Regional and global policy on rule of law, justice, security and human rights is evidence-based, affirms a development perspective and informs high-quality programming

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[239] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Indicators must be S.M.A.R.T. (specific, measurable, attainable, relevant and time-bound) and provide accurate baselines, targets must be underpinned by reliable evidence and data, and acronyms should be avoided so that external audiences clearly understand the results of the project.

[240] See UNDP Strategic Plan 2022–2025, Signature Solution 2: Governance, which states that output indicator 2.2 (Civic space and access to justice expanded, racism and discrimination addressed, rule of law strengthened, human rights and equity strengthened) primarily contributes to Outcome 1.

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[241] The UNDP Strategic Plan, including the IRRF, is still being finalized, therefore the Global Programme's results framework may need to be adjusted based on the final version of the IRRF.

[242] Outcome 1 covers Outputs 1–4, while Outcome 2 consists of Outputs 5 and 6.

Programme outcome indicators

1.1. GP-supported[243] contexts' average World Justice Project, Rule of Law Index score;[244]

      1.1.1. Ibrahim Index of African Governance (IIAG) (for African countries, only)[245]

1.2. Number of victims of intentional homicide per 100,000 population, by sex and age[246]

1.3. Number of strategic partnerships for advancing programming and policy objectives implemented with (a) UN entities; (b) international financial institutions; (c) private sector; (d) civil society organizations; (e) multi-stakeholders or intergovernmental organizations[247]

1.4. GP-supported contexts' average NHRI accreditation status[248]

2.1 Average score of Programme Quality Index for GP-funded contexts[249]

2.2 GPN/Express One Roster deployments to GP-supported contexts: (a) number of: (i) UNDP staff; (ii) consultants, (iii) UNVs; (iv) standby artner experts (all by gender); (b) volume of deployments (in USD)[250]

2.3 Number of GP-supported impact, country programme, thematic and outcome reviews, assessments and evaluations[251]

2.4 Number of (a) GP contexts, and (b) people,[252] using digital ROLSHR-related technologies and services introduced and/or operated thanks due to GP support[253]

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[243] "GP support" or "GP-supported" refers to the provision of tailored, context specific assistance through the Global Programme and may include, but is not limited to, pipeline or non-pipeline funding, technical and strategic expertise and advice provided by ROLSHR staff or consultants, or the mobilization of agile capacities. See Section 2.5: Theory of action: how the Global Programme enables change.

[244] Source: World Justice Project, https://worldjusticeproject.org/our-work/research-and-data/wjp-rule-law-index-2020.

[245] The World Justice Project's Rule of Law Index does not cover all African contexts in which the GP operates. A sub-indicator specifically for African countries has been added to address this gap. Source: Ibrahim Index on African Governance; https://iiag.online/.

[246] See UNDP Strategic Plan Development Outcome 3, Outcome Indicator 5.

[247] Modified from UNDP Strategic Plan, Tier Three Organizational Effectiveness and Efficiency, Organizational Enablers Output 1.4, indicator 1.4.1

[248] Baseline: 55% of NHRIs globally are at A status. Measurement of the indicator will be performed at the end of the programme cycle (2025).

[249] UNDP Strategic Plan Organizational Enablers, Result 1.1: Quality programmes designed in support of UNSDCF, NDS goals and SDGs, Indicator 1.1.1. Method. Note: Existence and quality rating of (i) theory of change; (ii) lessons learned from evidence; (iii) risk-informed programming; (iv) results and resources framework; (v) fully costed evaluation plan.

[250] UNDP Strategic Plan Organizational Enablers, Result 6.3: Agile, transparent, and accountable programming and operations ensured, Indicator 6.3.2. - Proxy indicator pitched at outcome level due to cross-cutting catalytic design of such missions which often are framed as multi-purpose supporting all or several outputs.

[251] UNDP Strategic Plan Organizational Enablers, Result 7.1: Transformative change tracked and evaluated over longer time spans. Baseline: 55% of NHRIs globally are at A status. Measurement of the indicator will be done at the end of the programme cycle (2025), Indicators 7.1.1

[252] Data is to be disaggregated by the following categories: gender (female; male); age; poor (income measures); persons with disabilities; internally displaced populations & refugees; ethnic minorities etc.

[253] Inspired by UNDP Strategic Plan Enabler E.2/indicators E1.2 & E1.3.

Expected outputs	Output indicators[254]	Data source	Baseline		Targets (by frequency of data collection)				Data collection methods and risks
			Value	Year	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Final year (2025)	
Output 1 Legal frameworks and underlying norms and practices are more inclusive and non-discriminatory, and people have greater agency and opportunities to know and claim their rights, solve disputes and seek redress for rights violations	*1.1* Proportion of contexts where GP support strengthened legal and/or policy strategies or frameworks to expand civic space	*Corporate data*	IRRF indicator 2.2.2	2021	TDB	TDB	TDB	TDB	See the GP Results Framework Methodological Note (working draft, v2.2).
	1.2 Proportion of contexts where GP-supported human rights institutions, systems or stakeholders strengthened capacities to support the fulfilment of nationally and internationally ratified human rights obligations	*Corporate data*	See IRRF indicator 2.2.1	2021	TDB	TDB	TDB	TDB	See the GP Results Framework Methodological Note (working draft, v2.2) and the UNDP Strategic Plan IRRF Methodological Note (currently under development).
	1.3 Proportion of contexts in which GP support provided to constitution-making processes by introducing or supporting at least one mechanism for civic engagement	*Corporate data*	See IRRF indicator 2.4.1	2021	TDB	TDB	TDB	TDB	See the GP Results Framework Methodological Note (working draft, v2.2) and the UNDP Strategic Plan IRRF Methodological Note (currently under development).

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[254] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	1.4 Number of people supported through GP interventions in GP-supported contexts who have access to justice through a formal or informal dispute resolution mechanism	*Corporate data*	See UNDP Strategic Plan Output Indicator 2.2.3	2021	TDB	TDB	TDB	TDB	See the GP Results Framework Methodological Note (working draft, v2.2) and the UNDP Strategic Plan IRRF Methodological Note (currently under development).
	1.5 Number of contexts with GP-funded access to justice programmes or projects introduced or supported	*GP reporting*	24	2020	28	30	32	35	See the GP Results Framework Methodological Note (working draft, v2.2).
	1.6 Proportion of contexts where GP support has contributed to the establishment and/or strengthening of justice and security mechanisms, processes and frameworks to prevent, respond to, and address SGBV/CRSV	*GP reporting*	[2022 value]	2022	Baseline (BL)	BL+2 percentage points (p.p.)	BL+4 p.p.	BL+6 p.p.	See the GP Results Framework Methodological Note (working draft, v2.2).

Output 2	2.1	GP reporting	(a) [2022 value] (b) 7	(a) 2022 (b) 2020	(a) BL (b) >2020	>2022 (a) & (b)	>2023 (a) & (b)	>2024 (a) & (b)	See the GP Results Framework Methodological Note (working draft, v2.2)
Mechanisms to hold duty-bearers and power-holders to account in order to ensure the rule of law and promotion and protection of human rights are in place and actively used	Number of contexts in which GP support has contributed to: a) implementation of UPR recommendations b) closer integration between human rights and SDG systems								
	2.2 Proportion of contexts where GP-supported private-sector institutions, systems, or stakeholders (including publicly owned companies) have strengthened capacities to support fulfilment of nationally and internationally ratified human rights obligations	Corporate data	See IRRF Indicator 2.2.1	2021	t.b.d	TDB	TDB	TDB	See the GP Results Framework Methodological Note (working draft, v2.2) and the UNDP Strategic Plan IRRF Methodological Note (currently under development).
	2.3 Proportion of contexts where GP support has improved capacities of justice and security institutions for oversight and accountability	GP reporting	[2022 value]	2022	BL	BL +5 p.p.	BL +10 p.p.	BL +15 p.p.	See the GP Results Framework Methodological Note (working draft, v2.2)
	2.4 Proportion of contexts with GP-introduced or strengthened people-centred and gender-sensitive, transitional justice solutions	ROLSHR reporting	[2022 value]	2022	BL	>2022	>2023	>2024	See the GP Results Framework Methodological Note (working draft, v2.2)

Output 3 Justice and security systems are service-oriented and better able to protect human rights and respond to people's justice and security needs through high-quality performance	*3.1* Proportion of contexts where GP support to rule of law and justice institutions, systems or stakeholders has strengthened capacities to support fulfilment of nationally and internationally ratified human rights obligations	*Corporate data*	See IRRF indicator 2.2.1	2021	TDB	TDB	TDB	TDB	See the GP Results Framework Methodological Note (working draft, v2.2) and the UNDP Strategic Plan IRRF Methodological Note (currently under development)
	3.2 Number of new or strengthened people-centred justice policies, services or innovative digital solutions developed with GP support	*GP reporting*	[2022 value]	2022	BL	BL+3	BL+6	BL+9	See the GP Results Framework Methodological Note (working draft, v2.2)
	3.3 Number of new or strengthened people-centred security policies, services or innovative digital solutions developed with GP support	*GP reporting*	[2022 value]	2022	BL	BL+2	BL+4	BL+6	See the GP Results Framework Methodological Note (working draft, v2.2)
	3.4 Number of justice and security institutions with enhanced capacity to provide people-centred services, in line with human rights/gender/LNOB principles, through GP-supported interventions	*GP reporting*	[2022 value]	2022	BL	BL+5	BL+5	BL+5	See the GP Results Framework Methodological Note (working draft, v2.2)

	Indicator	Source	Baseline	Year					Methodological Note
	3.5 Number of justice and security personnel with enhanced capacity to provide people-centred services, in line with human rights/gender/LNOB principles, through GP-supported interventions	*GP reporting*	[2022 value]	2022	BL	BL+5 p.p.	BL+10p.p.	BL+15p.p.	See the GP Results Framework Methodological Note (working draft, v2.2)
	3.6 Number and percentage of females among professional staff (disaggregated by staff category) in the justice, security and human rights sectors across GP-funded project/programme portfolio(s)	*GP reporting*	[2022 value]	2022	BL	BL+2 p.p.	2023 value +5 p.p.	2024 value +5 p.p.	See the GP Results Framework Methodological Note (working draft, v2.2)
Output 4 Community security, safety, and resilience strengthened through people-centred strategies, processes and mechanisms	**4.1** Proportion of contexts in which GP-supported local government, justice and security providers respond in a more holistic and people-centred way to community safety and security needs and grievances	*GP reporting*	[2022 value]	2022	BL	>2022	>2023	>2024	See the GP Results Framework Methodological Note (working draft, v2.2)

	4.2 Proportion of contexts where GP support introduced or strengthened gender-sensitive and people-centred evidence-based security strategies for reducing armed violence and/or controlling small arms at the community level	*GP reporting*	[2022 value]	2022	BL	>2022	>2023	>2024	See the GP Results Framework Methodological Note (working draft, v2.2)
	4.3 Number of cross-border, regional, national and subnational policies, strategies, initiatives, action plans or mechanisms for conflict prevention and peacebuilding that include reintegration	*Corporate data*	[2022 value]	2022	BL	2022 absolute value +2%	2023 absolute value +5%	2024 absolute value +5%	See the GP Results Framework Methodological Note (working draft, v2.2) and the UNDP Strategic Plan IRRF Methodological Note (currently under development)
	4.4 Number of integrated programmes/ projects in stabilization and/or Triple Nexus contexts that support people-centred community security and social cohesion and: a) financial volume of support b) number of joint programmes/projects	*GP reporting*	TDB	2021	TDB (a) TDB (b) TDB	TDB (a) TDB (b) TDB	TDB (a) TDB (b) TDB	TDB (a) TDB (b) TDB	See the GP Results Framework Methodological Note (working draft, v2.2)

Output 5 Strengthened MEL systems support project/programme design and implementation	*5.1* Number of new methods (including tools, frameworks and processes) for GP-related MEL adopted at the following levels: (i) global; (ii) regional; (iii) country	*Corporate data*	0	2021	>2021	>2022	>2023	>2024	See the GP Results Framework Methodological Note (working draft, v2.2) and the UNDP Strategic Plan IRRF Methodological Note (currently under development)
	5.2 Number of key UNDP global knowledge and learning products produced and disseminated by GP; in (a) English; and/or (b) other languages	*GP reporting*	0	2021	a: 3 b: 1	a: 3 (total 6) b: 3 (total 4)	a: 3 (total 9) b: 3 (total 7)	a: 3 (total 12) b: (total 10)	See the GP Results Framework Methodological Note (working draft, v2.2)
	5.3 Number of GP-led or GP-supported knowledge and learning-focused mechanisms (e.g. workshops, training sessions, COPs, theory of change reflection sessions etc.) at the following levels: (i) global; (ii) regional; (iii) country	*GP reporting*	0	2021	>2021	>2022	>2023	>2024	See the GP Results Framework Methodological Note (working draft, v2.2)
Output 6 Sustained high-quality, evidence-informed analytics and learning contribute to shaping global and regional level policy	*6.1* Number of key UN global learning and/or policy documents published referencing GP-specific evidence-based findings/knowledge/ results	*GP reporting*	0	2021	5	7	9	12	See the GP Results Framework Methodological Note (working draft, v2.2)

discourse on rule of law, justice, security and human rights	**6.2** Stakeholders' general perception of GP analytics and policy work in terms of (a) quantity /frequency; (b) quality of outputs; (c) level of impact on the global ROLSHR policy landscape	*GP reporting*	[2022 value]	2022	BL	>2022	>2023	>2024	See the GP Results Framework Methodological Note (working draft, v2.2)
	6.3 Number of ROLSHR-related policy discussions/events (UN and non-UN): (a) that are convened by GP; (b) to which GP is invited to contribute (e.g. staff representation or expertise, data); (c) to which the GP contributes; at the following levels: (i) global; (ii) regional; (iii) country	*GP reporting*	TDB	2021	TDB	TDB	TDB	TDB	See the GP Results Framework Methodological Note (working draft, v2.2).
	6.4 Number of downloads of key GP-produced policy documents and knowledge products	*GP reporting*	TDB	2021	BL +5 p.p.	2022 value +5 p.p.	2023 value +10 p.p.	2024 value +15 p.p.	See the GP Results Framework Methodological Note (working draft, v2.2).
	6.5 Number of ongoing and newly established strategic partnerships to advance the GP as a thought leader (ensuring policy informs programming and vice versa etc.)	*GP reporting*	0	2021	3	3+2=5	5+2=7	7+2=9	See the GP Results Framework Methodological Note (working draft, v2.2).

Operational effectiveness	**OE1** Number of country-level GP-supported projects/programmes that integrate a human-rights–based approach	*Corporate data*	34	2020	34	35	36	37	See the GP Results Framework Methodological Note (working draft, v2.2) and the UNDP Strategic Plan IRRF Methodological Note (currently under development).
	OE2 Number of contexts where the respective GP portfolio of projects/ programmes meets the set 15% budget quota for gender investments[255]	*GP reporting*	[2022 value]	2022	BL	>2022	>2023	>2024	See the GP Results Framework Methodological Note (working draft, v2.2) and the UNDP Strategic Plan IRRF Methodological Note (currently under development).
	OE3 Total number and proportion of full-time female staff among ROLSHR team contract holders: (i) international professional staff; (ii) General Service staff; (iii) other contract categories (incl. interns, seconded staff, UNVs, consultants, etc.)	*GP reporting*	[2022 value]	2022	BL	>2022	>2023	>2024	See the GP Results Framework Methodological Note (working draft, v2.2) and the UNDP Strategic Plan IRRF Methodological Note (currently under development).

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[255] Breakdown (i. planning, ii. allocation, iii. actual spending against gender-specific activities) to be carried out internally.

	OE4 GFP partnerships: (a) total number of GFP-funded joint programmes/ projects (b) total budget amount of GFP-funded joint programmes (c) number of GFP-supported joint rule of law assessments, strategies, programmes and or frameworks developed (complementing a UN political strategy or reinforcing the implementation of a UNSC mission mandate)	*GP reporting*	[2022 value]	2022	BL	>2022	>2023	>2024	See the GP Results Framework Methodological Note (working draft, v2.2).

VI.   MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the Global Programme will be monitored through the following monitoring and evaluation plans.

Monitoring plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners	Cost[256]
Track results progress	To collect and analyse data against results indicators to assess progress against outputs.	Quarterly	Both qualitative and quantitative data will be collected quarterly by the new MEL unit. Progress data against results indicators in the RRF will be collected and analysed. Challenges and successes will be reviewed and slower-than-expected progress will be addressed by project management. Lessons learned will be regularly and systematically shared across the team.	**UNDP partners:** UNDP Country Offices, Regional Bureaux, Regional Hubs, Effectiveness Team, Evaluation Office, others as required **UN partners:** DPO, UN Women, OHCHR, UNODC and other GFP entities, as relevant	$600,000
Monitor and manage risk	To identify specific risks that may threaten achievement of intended results.	Annually	Risk management actions will be identified and monitored using an actively maintained risk log (see Annex 3: Risk Log).[257] Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	*External partners will be consulted on an ad hoc basis, as deemed necessary by the project team and Project Board, for example, ISSAT.*	$200,000

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[256] The monitoring costs here are included in the work plan in the monitoring budget line.
[257] This includes monitoring measures and plans required as per the UNDP Social and Environmental Standards.

			Actions will be taken to manage identified risks.		
Learn	To regularly capture knowledge, good practices and lessons to integrate back into the project.	Ongoing	The MEL unit will lead the development of a learning strategy. The project team will scan, capture and share relevant lessons learned and challenges from projects/activities undertaken within the project framework. The MEL unit will support the development of policy and knowledge products through collection of country-level inputs. There will be systematized knowledge-exchange workshops both at the CO/regional and HQ level in line with the learning strategy. Relevant lessons will be integrated into programming on a six-monthly basis (and ad hoc as appropriate).		$600,000
Annual project quality assurance	To assess the quality of the project against UNDP's quality standards in order to identify project strengths and weaknesses, and to inform management decision-making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and decisions will be taken to improve the overall quality of project performance. The MEL unit will support with collection and distribution of information.		$50,000
Review and make course corrections	To utilize evidence gathered during project lifetime to inform and steer project in the direction that will yield the best results.	Biannually	The data and evidence from monitoring actions will be reviewed internally to inform decision-making. Country Offices six-month reporting on pipeline funding will be reviewed to make course corrections where needed. Actions will be taken to redirect the project as necessary and within reason to ensure best possible results can be achieved.		$100,000 for one team retreat per year; $150,000 for midterm and final evaluation, other reviews will take place in office

Project annual report	To inform the Project Board and other partners of progress made against outputs, risks and mitigation measures and any other relevant information, as necessary.	Annually (with the final report at the end of the project)	An annual report will be presented to the Project Board and other key stakeholders, which will consist of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.		$434,848
Project Board	To oversee and ensure the quality of the project and results achieved, to ensure realistic budgeting, and to promote project results/lessons learned.	Three times per year	The Project Board will hold regular project reviews to assess the performance of the project and review the work plan to ensure realistic budgeting over the life of the project. Each year, the Project Board will invite Regional Bureau deputies and Country Office representatives to provide feedback on the programme team, implementation, lessons learned etc. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results/lessons learned with relevant audiences. Any quality concerns or slower-than-expected progress should be discussed by the project review board and management actions agreed to address the issues identified.		$50,000
Partners Advisory Group	Advise the project on allocation decisions through regular participation in quarterly discussions and the Annual Meeting.	At least twice per year	Review project status and lessons learned.	Project donors and partners.	$50,000

| **Expert Advisory Group** | Advise the project on emerging trends and issues. Provide technical expertise and capacity for implementation as appropriate. | Annually | Review project status and challenges.

Discuss possible entry points for strategic partnerships and increased knowledge exchange at the regional and global levels.

Obtain advice on cutting-edge thinking, emerging good practices and trends, key project challenges, horizon-scanning, review analysis and guidance available. | Experts from regional and global think tanks, academia, civil society, etc. | $50,000 |

Evaluation plan

Evaluation title	Partners (if joint)	Related strategic plan output	UNDAF/CPD Outcome	Planned completion date	Key evaluation stakeholders	Cost and source of funding
Midterm Evaluation				April 2024		$75,000
Final Evaluation				June 2026		$75,000

VII. MULTI-YEAR WORK PLAN [258] [259]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the Project Document.

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[258] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[259] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

Expected outputs	Planned activities	Planned budget by year ($)[260]				Total for 4 years	Responsible party	Funding source
		Year 1	Year 2	Year 3	Year 4			
Output 1: **Legal frameworks and underlying norms and practice are more inclusive and non-discriminatory and people have greater agency to know and claim their rights and seek redress for rights violations** **Gender marker: 2**	Programme support[261] • Estimated direct country support is $5,000,000 per year	7,000,000.00	7,000,000.00	7,000,000.00	7,000,000.00	28,000,000.00	ROLSHR GP	TBD[262]
	Policy support[263]	750,000.00	750,000.00	750,000.00	750,000.00	3,000,000.00		
	Monitoring[264]	95,202.00	95,202.00	95,202.00	95,202.00	380,808.00		
	Subtotal for Output 1	7,845,202.00	7,845,202.00	7,845,202.00	7,845,202.00	31,380,808.00		

[260] This work plan is in line with the overall lifetime delivery of the Global Programme, and given past experience through the previous phases, minimal negative impact has been experiences due to fluctuating inflation/exchange rate.

[261] General programme support is provided by the Global Programme (including Regional Hubs) through, for example, country support; project document formulation; financial, operational and technical support to implementation; resource mobilization and outreach. Programme support includes the country allocations, which could cover costs such as trainings, workshops, capacity development activities, expert fees, etc. The programme support budget also includes staff costs for project and programme implementation primarily related to the delivery of direct country support.

[262] Currently in negotiations for new multi-year contributions with Switzerland, Sweden, and the Netherlands. Contributions already committed from Japan and US INL.

[263] General support to policy development may occur through modalities such as generating, brokering and sharing evidence-based knowledge, including through online platforms; facilitating peer-to-peer knowledge exchanges; building consensus around policy issues through partnership development and strengthening; and development of guidance in key policy/thematic areas. This includes costs, for example that may be related to development of a guidance document, including the design and publication. The policy support also includes the staff costs for the Global Programme, mainly related to regional and global policy development and including programme management such as the MEL unit staff costs.

[264] The monitoring costs in the work plan are the reflection of the costs in the Monitoring and Evaluation Plan on page 84–88. According to UNDP corporate guidance, a minimum of 1% of the expenditures must be spent on monitoring and evaluation.

Output 2: **Mechanisms to hold duty-bearers and power-holders to account to ensure the rule of law and promotion and protection of human rights are in place and actively used** **Gender marker: 2**	Programme support • Estimated direct country support is $4,000,000 per year	4,500,000.00	4,500,000.00	4,500,000.00	4,500,000.00	18,000,000.00	ROLSHR GP	TBD
	Policy support	1,500,000.00	1,500,000.00	1,500,000.00	1,500,000.00	6,000,000.00		
	Monitoring	95,202.00	95,202.00	95,202.00	95,202.00	380,808.00		
	Subtotal for Output 2	6,095,202.00	6,095,202.00	6,095,202.00	6,095,202.00	24,380,808.00		
Output 3: **Justice and security systems are service-oriented and better able to protect human rights and respond to people's justice and security needs through high-quality performance** **Gender marker: 2**	Programme support • Estimated direct country support is $3,000,000 per year	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00	16,000,000.00	ROLSHR GP	TBD
	Policy support	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	4,000,000.00		
	Monitoring	95,202.00	95,202.00	95,202.00	95,202.00	380,808.00		
	Subtotal for Output 3	5,095,202.00	5,095,202.00	5,095,202.00	5,095,202.00	20,380,808.00		
Output 4: **Community security, safety, and resilience strengthened through people-centred strategies, processes and mechanisms** **Gender marker: 2**	Programme support • Estimated direct country support is $2,500,000 per year	3,500,000.00	3,500,000.00	3,500,000.00	3,500,000.00	14,000,000.00	ROLSHR GP	TBD
	Policy support	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	4,000,000.00		
	Monitoring	95,202.00	95,202.00	95,202.00	95,202.00	380,808.00		
	Subtotal for Output 4	4,595,202.00	4,595,202.00	4,595,202.00	4,595,202.00	18,380,808.00		

							ROLSHR GP	TBD
Output 5: **Strengthened monitoring, evaluation and learning (MEL) support project and programme design and implementation** **Gender marker: 2**	Programme support • Estimated direct country support is $2,000,000 per year	2,500,000.00	2,500,000.00	2,500,000.00	2,500,000.00	10,000,000.00	ROLSHR GP	TBD
	Policy support	750,000.00	750,000.00	750,000.00	750,000.00	3,000,000.00		
	Monitoring	95,202.00	95,202.00	95,202.00	95,202.00	380,808.00		
	Subtotal for Output 5	3,345,202.00	3,345,202.00	3,345,202.00	3,345,202.00	13,380,808.00		
Output 6: **Sustained high-quality, evidence-informed analytics and learning contribute to shaping global and regional level policy discourse on rule of law, justice, security and human rights** **Gender marker: 2**	Programme support • Estimated direct country support is $750,000 per year	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	4,000,000.00	ROLSHR GP	TBD
	Policy support	500,000.00	500,000.00	500,000.00	500,000.00	2,000,000.00		
	Monitoring	95,202.00	95,202.00	95,202.00	95,202.00	380,808.00		
	Subtotal for Output 6	1,595,202.00	1,595,202.00	1,595,202.00	1,595,202.00	6,380,808.00		
GFP Earmarked Funding		**500,000.00**	**500,000.00**	**500,000.00**	**500,000.00**	**2,000,000.00**	**ROLSHR GP**	**TBD**
Evaluation Costs		**—**	**—**	**75,000.00**	**75,000.00**	**150,000.00**		
SUBTOTAL		**29,071,212.00**	**29,071,212.00**	**29,146,212.00**	**29,146,212.00**	**116,434,848.00**		
GMS		**2,325,696.96**	**2,325,696.96**	**2,331,696.96**	**2,331,696.96**	**9,314,787.84**		
GRAND TOTAL		**31,396,908.96**	**31,396,908.96**	**31,552,908.96**	**31,552,908.96**	**125,749,635.84**		

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project Board will oversee the implementation of this Global Programme, as outlined below. This Project Board will determine annual work plans, approve country allocations and establish responsibility lines for implementation across UNDP (see Annex 4: Terms of Reference).

The Project Board will be composed as follows:

Executive: Rule of Law, Justice, Security and Human Rights Team Leader, Crisis Bureau
Role description:
1.   Overall direction, strategic planning and guidance for the programme
2.   Chair Project Board meetings and reviews
3.   Set management expectations and tolerances
4.   Review delivery of programme results and objectives
5.   Respond to corrective action when required
6.   Partnership development.

Senior Supplier: Bureau of External Relations and Advocacy (BERA)
Role description:
1.   Ownership of the programme from a supplier viewpoint
2.   Attend Project Board meetings and reviews
3.   Prioritize programme issues
4.   Review exception reports and exception plans
5.   Recommend corrective action when required

Senior User: UNDP Country Offices represented by UNDP Regional Bureaux (Africa, Arab States, Asia and the Pacific, Europe and the Commonwealth of Independent States, Latin American and the Caribbean)
Role description:
1.   Ownership of the programme from a user/stakeholder viewpoint
2.   Attend Programme Executive Board meetings and reviews
3.   Review and approve country allocations
4.   Recommend corrective action when required

Programme Assurance: Crisis Bureau/Bureau for Policy and Programme Support Policy Specialist
Role description:
1.   Carry out objective and independent programme oversight and monitoring functions
2.   Attend Programme Executive Board meetings and reviews
3.   Supplier assurance carried out by spot-check/audit of deliverables and outputs
4.   Exercise approval authority for transactions up to his/her level of authority
5.   Review products/deliverables via quality reviews

Programme Manager: Global Programme - Programme Manager
Role description (see Annex 4: Terms of Reference):
1.   Overall day-to-day management of the programme
2.   Project planning and monitoring
3.   Reporting progress through annual reports

4. Overall management of the project support and MEL unit staff
5. Delivery of the project deliverables
6. Partnership building
7.. Collaboration with Regional Bureaux, Funding Windows, etc. on programme implementation

Project Support Unit: Programme Associate (2 staff), Strategic Reporting and Learning Programme Analyst (1 staff)

Role description:

1. Day-to-day financial management of the programme
2. Reporting and documenting progress on both activities and financial expenditures
3. Partnership building and external relations
5. Knowledge management and internal communications
4. Tasked with specific deliverables as determined by the Programme Manager

Monitoring, Evaluation and Learning and Innovation Unit: MEL Specialist (2 staff)

Role description (see Annex 4: Terms of Reference):

1. Continuous MEL support to team and COs
2. Reporting narrative and quantitative progress and challenges
3. Support for knowledge management and information dissemination
4. Tasked with specific deliverables as determined by the Programme Manager

Global Team: ROLSHR HQ Staff—policy advisers (3 P5 staff), policy specialists (4 P4 staff + secondments, 2 JPOs, 1 UNV), programme manager (P4), policy and programme analysts (5 P3 staff), SALIENT Staff (P3 project coordinator and administrative staff), team of experts, administrative support staff (2 G staff) and others such as IPSA and ICs as necessary on an ad hoc basis. Role description:

1. Day-to-day programme implementation, in collaboration with other UN/UNDP capacities, as appropriate
2. Tasked with specific deliverables according to technical expertise

Regional Team: UNDP Regional Hub Staff, other CB technical experts—programme/policy specialists (5 regional governance and peacebuilding team leaders, 5 regional advisers + 3 secondments to the Folke Bernadotte Academy and NORDEM plus ad hoc as needed), 4 technical staff (business and human rights, human rights, programming) and others as necessary on an ad hoc basis. Role description:

1. Day-to-day programme implementation, in collaboration with other UN/UNDP capacities, as appropriate
2. Tasked with specific deliverables according to technical expertise

Partners Advisory Group: Donor partners, other external technical specialists as necessary

Role description (see Annex 4: Terms of Reference):

1. Advise the Programmethrough strategic and thematic inputs through regular participation in quarterly discussions and the Annual Meeting
2. Provide technical expertise and capacity for implementation, as appropriate

Expert Advisory Group: Think tanks, academia, civil society and other technical experts, as necessary. These may include but are not limited to experts in security sector reform, gender experts, human rights experts, justice experts, digitization and innovations, etc. Role description (see Annex 4: Terms of References):

1. Provide technical expertise and thematic support as required, through participation in an annual discussion and the Annual Meeting.

In addition to the above programme management structure, the Global Programme will continue to co-lead the Global Focal Point arrangement with DPO to deliver on the project outputs and outcomes. Further, it will maintain its financial and technical support to the Technical Specialist for the Team of Experts on Rule of Law/Sexual Violence in Conflict. Through the Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development, UNDP receives and manages the funds of the SALIENT Programme, in line with the programme management and coordination modalities stipulated in the SALIENT Project Document and as per UNDP rules and regulations.

Based on the above objectives, as well as on regular discussions with the Partners Advisory Group, resource allocations will be determined by the Project Board in accordance with the Annual Workplan and Global Programme priorities. GFP allocations will be conducted according to the rules and regulations of the Global Programme but in consultation and close coordination with the GFP managers and GFP core team. Specific GFP Standard Operating Procedures will be developed and tested. Other UN partners will be invited to submit their recommendations on allocation priorities to the board for consideration through regular, quarterly discussions. Additionally, the Expert Advisory Group will receive regular updates regarding the Global Programme and will be given the opportunity annually to provide technical support and guidance as well as recommendations for consideration by the Project Board, or as needed.

There will also be a yearly project review, where Deputies of Regional Bureaux, as well as two Country Office representatives from each region will be invited. This meeting will be chaired by the Deputy Director of the Crisis Bureau. Representatives from the partners advisory and expert advisory group will be invited.

In certain cases, such as a sudden outbreak of crisis or conflict, or an emerging "special development situation" (i.e. the COVID-19 pandemic), an ad hoc meeting of the Project Board can be convened to determine whether additional allocations are needed and warranted in conjunction with any ongoing corporate response.

This Global Programme will be made operational as a cost-sharing arrangement. The Global Programme will also continue to use the Funding Windows as an operational modality for allocations of pipeline funding to Country Offices. However, please note that governance and management arrangements are subject to change, based on ongoing discussions on fund management options.

Figure 3: Programme governance and management diagram
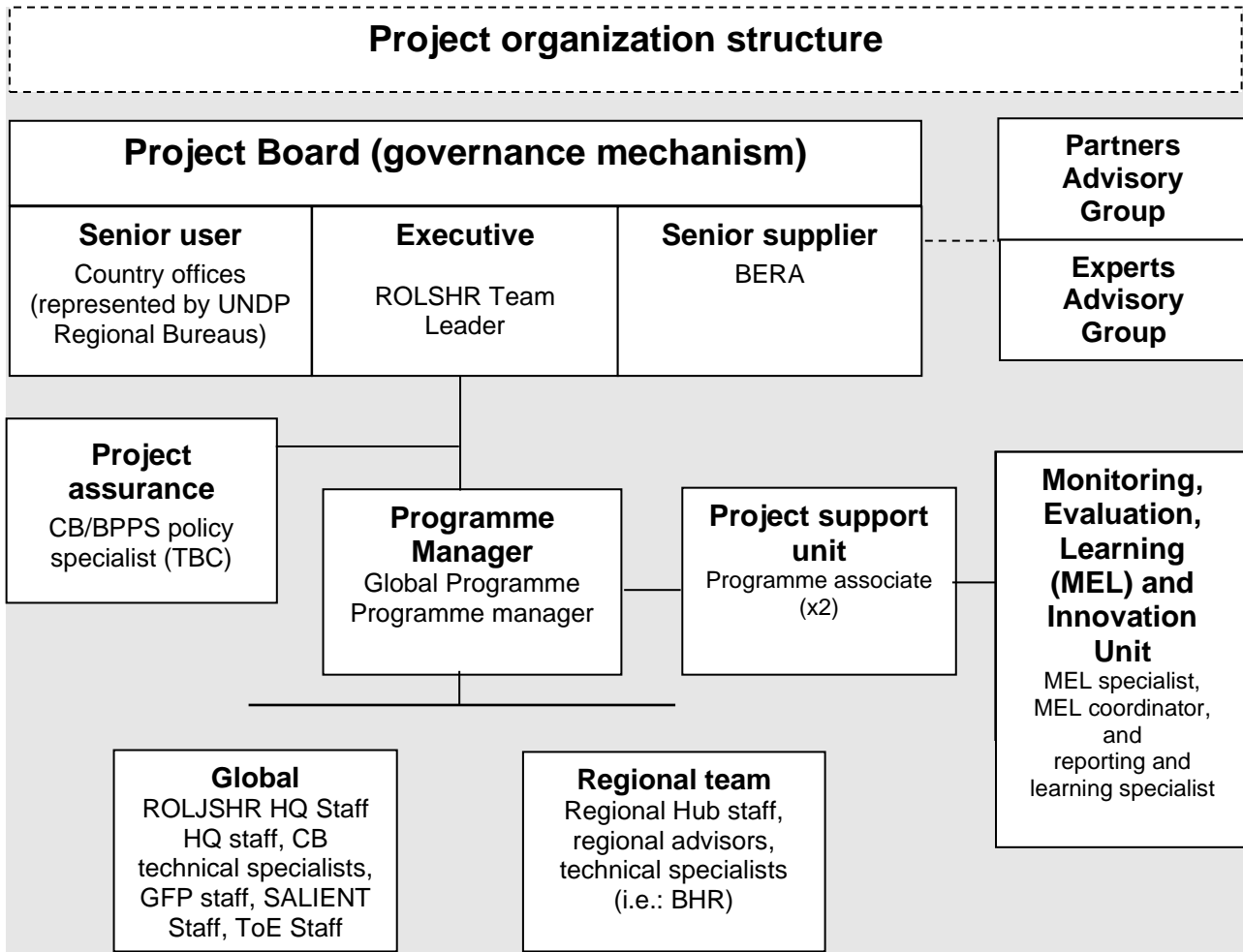
IX. LEGAL CONTEXT

Option c. for global and regional projects

This project forms part of an overall programmatic framework under which several separate associated country-level activities will be implemented. When assistance and support services are provided from this Project to the associated country-level activities, this document shall be the "Project Document" instrument referred to in (i) the respective signed SBAAs for the specific countries; or (ii) in the Supplemental Provisions to the Project Document attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure the best value for money, fairness, integrity, transparency and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][265] [UNDP funds received pursuant to the Project Document][266] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all subcontracts or subagreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through the application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and subrecipient:

    a. Consistent with article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and subrecipient and its personnel and property, and of UNDP's property in the custody of each such responsible party, subcontractor and subrecipient, rests with the respective responsible party, subcontractor and subrecipient. To this end, each responsible party, subcontractor and subrecipient shall:
        i.   put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried out; and
        ii. assume all risks and liabilities related to the security of each such responsible party, subcontractor and subrecipient and the full implementation of the security plan.

    b. UNDP reserves the right to verify whether such a plan is in place and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and subrecipient's obligations under this Project Document.
    c. With regard to the activities of any of its responsible parties, in performing the activities under this Project, UNDP as the Implementing Partner shall ensure that subrecipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

    d. Each responsible party, subcontractor and subrecipient will take appropriate steps to prevent misuse of funds, fraud or corruption by its officials, consultants, subcontractors and subrecipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

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[265] To be used where UNDP is the Implementing Partner.
[266] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.

e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and subrecipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and subrecipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and subrecipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and subrecipients') premises for such purposes at reasonable times and on reasonable conditions as may be required for an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the relevant party to find a solution.

g. Each responsible party, subcontractor and subrecipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and subrecipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, any such investigation.

UNDP will be entitled to a refund from the responsible party, subcontractor or subrecipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. This amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or subrecipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or subrecipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document may seek recourse to the responsible party, subcontractor or subrecipient in question for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and subrecipients.

h. Each contract issued by the responsible party, subcontractor or subrecipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

j. Each responsible party, subcontractor and subrecipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and subrecipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, mutatis mutandis, in all its subcontracts or subagreements entered into further to this Project Document.

XI.   ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening Template** [English] [French] [Spanish], including additional Social and Environmental Assessments or Management Plans as relevant.

3. **Risk Analysis**. Use the standard Risk Register template. Please refer to the Deliverable Description of the Risk Register for instructions

4. **Draft Terms of References**
   a. Global Programme Project Board
   b. Partners Advisory Group
   c. Experts Advisory Group
   d. Programme Manager (P4)
   e. MEL Specialist (P3)
   f. MEL Officer (P2)

5. **Draft Methodological Note**

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ◉◉◉◉◉	HIGHLY SATISFACTORY (4) ◉◉◉◉○	SATISFACTORY (3) ◉◉◉○○	NEEDS IMPROVEMENT (2) ◉◉○○○	INADEQUATE (1) ◉○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA
For all questions, select the option that best reflects the project

STRATEGIC

1. **Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?**	3	2
		1

1. **Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?**
   - **3:** The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.
   - **2:** The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.
   - **1:** The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

Evidence
See Section II, 2.4 for the high-level TOC & assumptions. Specific programming assumptions/evidence are articulated in the opening paragraphs of each output description (see Section III, 3.1). Additional GP assumptions and risks are articulated at sub-section 3.3.

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.	

2. Is the project aligned with the UNDP Strategic Plan? • **3:** The project responds to at least one of the development settings as specified in the Strategic Plan[267] and adapts at least one Signature Solution[268]. The project's RRF includes all the relevant SP output indicators. *(all must be true)* • **2:** The project responds to at least one of the development settings as specified in the Strategic Plan[4]. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true)* • **1:** The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.	**3** 2 1 **Evidence** See Section II, 2.4, a) Overview; and Section III, 3.1, a) Introduction. The GP's operational enablers also reflect/align to the UNDP Strategic Plan (see Section 2.5, b).) See also Results Framework at Section V.
3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)	**Yes** No

RELEVANT

4. Does the project target groups left furthest behind? • **3:** The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. • **2:** The target groups are clearly specified, prioritizing groups left furthest behind. • **1:** The target groups are not clearly specified. *Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support*	**3** 2 1 **Evidence** See Section I, 1.1 (Situation analysis); Section II, 2.4 (TOC statement and footnote 97); Section II, 2.5 (Guiding principles – people-centred). Also Section II, Output 1. See Eligibility criteria page 72 which asks for stakeholder engagement and prioritization.
5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?	**3** 2 1

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[267] The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

[268] The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment

of women and girls.

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. **2:** The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. **1:** There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. *Note: Management Action or strong management justification must be given for a score of 1*	**Evidence** See Section II, 2.2 and 2.4; Table 1; and Section III, 3.1 which specifically mentions that main evaluations, assessments and learning relied on to develop the expected results.

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?	**3**	2
		1

3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true)*
2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.
1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

Note: Management Action or strong management justification must be given for a score of 1

Evidence
See Section II, 2.3 Comparative advantage; Section III, 3.2 on partnerships detailing the strategic advantage of existing partnerships built up during Phase 3. See also Box 1 regarding the GFP and the operational enabler: A strategic approach to partnerships, emphasizing the Global Programme's contribution to One UN and Triple Nexus approaches, for example see indicator 4.4. See also Output 6 and the Results Framework indicator 6.5 for specific focus on partnerships. Also see the Annexes for the Terms of Reference for the Partners/Experts Advisory Groups.

PRINCIPLED

7. Does the project apply a human rights-based approach?	**3**	2
		1

3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true)*
2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. *(both must be true)*
1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

Note: Management action or strong management justification must be given for a score of 1

Evidence
See Section II, 2.5 – human rights is a core thematic area of the GP and also a guiding principle. See also Outputs 1, 2 and 4 for specific interventions related to accountability, meaningful participation, and non-discrimination, HRBA and HRDDP. See also Operational Effectiveness indicator 1 which measures integration of human rights based approaches in projects/programmes of the GP.

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

3		2
	1	

8. Does the project use gender analysis in the project design?

- **3:** A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. *(all must be true)*
- **2:** A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. *(all must be true)*
- **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

*Note: Management Action or strong management justification must be given for a score of 1

Evidence
Section I includes gender analysis in each section of the situation analysis; Section II, 2.5 - gender equality is a guiding principle. All outputs contain reference to gender and include gender-related activities.

The Results Framework has specific gender indicators, see indicator 1.6, 3.4, 3.6, 4.2, Operational Effectiveness 2 and 3.

Global Programme Pipeline support eligibility criteria states that projects must promote gender equality in a significant way (Gender Marker 2 or 3) and assign a minimum of 15% of their funding to activities related to gender equality and women's empowerment.

3		**2**
	1	

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

- **3:** Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true)*.
- **2:** The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. *(both must be true)*
- **1:** Sustainability and resilience dimensions and impacts were not adequately considered.

*Note: Management action or strong management justification must be given for a score of 1

Evidence
See Output 4, specifically examining community resilience from a human security perspective. Also Section II, 2.5, operational enabler: integrated responses to complex challenges.
See SESP (attached).

Yes	No

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]

MANAGEMENT & MONITORING

3		2
	1	

11. Does the project have a strong results framework?

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

• **3:** The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. *(all must be true)* • **2:** The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. *(all must be true)* • **1:** The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. *(if any is true)*	**Evidence** See Section V on the Results Framework and accompanying methodological note.
Note: Management Action or strong management justification must be given for a score of 1	

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?	**3**		2
		1	
• **3:** The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. *(all must be true)*. • **2:** The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. *(all must be true)* • **1:** The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.	**Evidence** See Section VIII on Governance and Management Arrangements, and the accompanying annex – Terms of Reference for the Project Board. Also see Section 4.2 on Project Management.		
Note: Management Action or strong management justification must be given for a score of 1			

13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?	**3**		2
		1	
• **3:** Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. *(both must be true)* • **2:** Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. • **1:** Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document.	**Evidence** See Section III and Risks and Mitigation, Section X on Risk Management, Section IX on the Legal Context and the accompanying risk log in Annex 3. Additional risk assessments were undertaken by prospective donors during prodoc development.		
Note: Management Action must be taken for a score of 1			

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

EFFICIENT

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions. *(Note: Evidence of at least one measure must be provided to answer yes for this question)*	Yes (3)	No (1)

15. Is the budget justified and supported with valid estimates? • **3:** The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. • **2:** The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. • **1:** The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.	3 2 1 **Evidence** The 4-year budget costs are supported with valid estimates based on the previous phases of the programme and is in line with the overall lifetime delivery of the Global Programme. Adequate costs for monitoring, evaluation, communications and security have been incorporated.	

16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation? • **3:** The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • **2:** The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • **1:** The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. *Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.	3 2 1 **Evidence** Project management and support, delivery enabling services, GMS, M&E are included in the budget. The last phase of the project fully encompassed these costs at global level as well as many of these costs at country level. This phase of the project has been designed to do so as well.	

EFFECTIVE

17. Have targeted groups been engaged in the design of the project?	3 2 1	

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

• **3**: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) • **2**: Some evidence that key targeted groups have been consulted in the design of the project. • **1**: No evidence of engagement with targeted groups during project design.	**Evidence** The midterm evaluation of Phase 3 included extensive stakeholder perspectives, which directly impacted the design of this phase (see Section 2.2 on Lessons Learned from Phase III). Additionally, key stakeholders and partners to the Global Programme have been consulted throughout the project design phase through mechanisms such as the Partners Advisory Group, the ROL Annual Meeting and SparkBlue consultations. Stakeholder engagement and prioritization of those most marginalized and furthest left behind if part of the eligibility criteria for GP funding.

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?	Yes (3)	No (1)

19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. *Note: Management Action or strong management justification must be given for a score of "no"	Yes (3)	No (1)

		Evidence

SUSTAINABILITY & NATIONAL OWNERSHIP

20. Have national/regional/global partners led, or proactively engaged in, the design of the project? • **3:** National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. • **2:** The project has been developed by UNDP in close consultation with national/regional/global partners. • **1:** The project has been developed by UNDP with limited or no engagement with national partners.	3	**2**
		1
	Evidence This project is directly implemented by UNDP, but has been developed in close consultation with relevant partners (see evidence for Question 17 above). Consultations with colleagues in headquarters, regional hubs and regional bureaus took place during project development. Responsibility for liaising with national partners – especially government counterpart – is vested in Resident Representatives and is decentralized to the Country Offices receiving funding through the Global Programme.	

21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? • **3:** The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • **2:** A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. • **1:** Capacity assessments have not been carried out.	**3**	2
		1
	Evidence The GP promotes activities aimed at transforming justice and security institutions and systems – see Section II, 2.5 (guiding principle: transformative) See Section III, 3.1; and also Output 3 and the strategy for change that articulates how the GP will support country offices to design context-specific interventions. The GP prioritizes support to country offices to strengthen MEL systems and measurement to better reflect impact and enable	

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

	learning and adaptation (see Output 5, also the operational enabler: robust systems for MEL).	
22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes (3)	No (1)
23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?	Yes (3)	No (1)

ANNEX II: SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document at the design stage. Note: this template will be converted into an online tool. The online version will guide users through the process and will embed relevant guidance.

Project Information

Project Information	
1. Project Title	The Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development, Phase IV
2. Project Number (i.e. Atlas project ID, PIMS+)	TBC
3. Location (Global/Region/Country)	Global
4. Project stage (Design or Implementation)	Design
5. Date	2 September 2021

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

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the project mainstreams the human rights-based approach
The Global Programme's work is underpinned by a commitment to ensuring that dignity and respect are afforded to all people through the enjoyment of their human rights and protected by the rule of law. It promotes human rights both as a principle and as a goal and upholds the mandatory application of a human-rights based approach across UNDP programming. The project includes specific components to promote human rights mainstreaming and the implementation of human rights policies, including the UN Human Rights Due Diligence Policy (HRDDP). In Phase IV, the project specifically prioritises the promotion of a human-rights-based approach in digitalization. The project provides technical advice and other support to ensure UNDP country office interventions integrate a human rights-based approach across their programming, Support includes the development of global policy and guidance tools. The project also participates in UN-system wide partnerships to advance human rights, including the TriPartite Partnership to Support National Human Rights Institutions, providing high-quality and timely support to National Human Rights Institutions (NHRIs) and supporting implementation of UPR recommendations; and the UNDP-OHCHR-UN Women Human Rights Defender Partnership focusing on the needs of women and youth human rights defenders.
Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment
The Global Programme is committed to better understanding and tackling the persistent, structural obstacles to gender equality, and to advancing the empowerment of women. The project focuses specifically on supporting gender justice initiatives that tackle discriminatory social norms and systems, structures, policies and practices; increasing access to justice for women, including gender-responsive transitional justice solutions; and strengthening the meaningful participation of women in all aspects of society, including in leadership, decision-making and peace-making roles specifically within justice, security and human rights systems. These efforts are furthered by the ongoing partnership with UN Women (on gender justice), the role of the Global programme as co-lead for the Global Focal Point arrangement, and its financial and technical support to the Team of Experts on Rule of Law/Sexual Violence in Conflict. The project promotes gender equality in a significant and consistent way, including ensuring gender is integrated as a cross-cutting issue in the programme's rationale, activities, indicators and budget. It actively seeks to ensure that Global Programme interventions, including pipeline funding, apply a gender approach and diversity lens in the analysis, design and implementation. All pipeline funded project Projects must promote gender equality in a significant way (Gender Marker 2 or 3) and assign a minimum of 15% of their funding to activities related to gender equality and women's empowerment.
Briefly describe in the space below how the project mainstreams sustainability and resilience
The Global Programme's strategic approach is grounded in the recognition that ensuring rule of law, improving access to justice and redress, reducing armed violence and increasing community security, and protecting and promoting human rights, are essential for addressing people's immediate needs and for building the resilience of communities and states against crisis, conflict, natural disasters, climate and social and economic shocks. The project adopts a holistic approach to building resilience of a society, by focusing on interventions that empower people to know, claim and advocate for their rights; protect the civic space; and also

strengthen the accountability of duty bearers and power holders (such as business) and strengthen justice and security systems to be more accountable and effective. Strengthening the capacity of institutions is a key goal within the project, aimed at enabling national stakeholders and institutions to take ownership of actions and integrate them within their own objectives and planning systems. The project's ground-breaking work on Business and Human Rights also focuses on addressing potential drivers of conflict, including the role of extractive industries. The project is global in nature with a specific focus on providing support to contexts affected by crisis, conflict or fragility, as well as prevention contexts and situations of human rights risk where initiatives aim to anticipate and prevent instability and conflict, build resilience, strengthen protection and promotion of human rights. With its focus on learning, the project supports country offices to apply an agile and adaptive approach to programming to enable enhanced risk management, especially in conflict and transition contexts. It supports country offices to apply a politically-informed and conflict-sensitive approach to programming, including requiring proposals for pipeline funding to include a short context analysis to better ensure intervention strategies do not worsen tensions or exacerbate conflict dynamics, but rather help strengthen social cohesion, if possible. The project supports advancements in new areas of research and practice, such as the intersections between climate change, conflict and justice. A focus on climate justice and security is a priority for the project's work in Latin America and the Caribbean, and Africa in particular. The project continues its longstanding partnerships at the regional level, including for example its support to the implementation of the Lake Chad Basin Commission Regional Strategy for the Stabilization, Recovery and Resilience of the Boko Haram-affected areas.

Briefly describe in the space below how the project strengthens accountability to stakeholders

The Global Programme's overall aim is to strengthen respect for the rule of law and international human rights in order to advance sustainable peace and development. It's human rights interventions, for example, specifically focus on ensuring the accountability and building the capacity of governments to fulfil their international law obligations, including through its support to NHRIs and the UPR process. Through financial, technical and knowledge support, and the facilitation of robust MEL approaches at the country and regional levels, the project advance the implementation of a people-centred approach to justice and security. This includes supporting governments to: a) better understand people's justice and security needs and perceptions and expectations from the state (for example through legal needs and perceptions surveys, and analysis of data from justice and security institutions); and b) transform institutions to be more responsive to those needs, including being more efficient in the use of their resources to improve the quality, breadth and accessibility of justice and security services. It promotes the use by country offices of participatory and inclusive processes to engage affected communities and individuals in identifying and understanding their needs, as a guide for the design and implantation of targeted interventions. Specific attention is given to the needs and interests of the excluded and marginalized in line with the commitment to leave no one behind. The project promotes an adaptive management approach that ensures regular political and conflict analysis and learning informs programming decisions. Specific technical support is provided by the MEL and Innovation Unit established under the project, in line with the project's commitment to establishing more robust outcome-based monitoring, evaluation and learning (MEL) tools and processes.

Part B. Identifying and Managing Social and Environmental <u>Risks</u>

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	QUESTION 3: What is the level of significance of the potential social and environmental risks? *Note: Respond to Questions 4 and 5 below before proceeding to Question 5*			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description *(broken down by event, cause, impact)*	*Impact and Likelihood (1-5)*	*Significance (Low, Moderate Substantial, High)*	*Comments (optional)*	*Description of assessment and management measures for risks rated as Moderate, Substantial or High*
Risk 1: The project includes a component on providing technical assistance through the global team which will result in frequent travel of staff and consultants – affecting the environment and increasing pollution.	I = 2 L = 4	Low	As technical assistance is a large component of the programme, travel will be required.	Where possible, remote support will be explored through remote missions, online trainings and workshops, and delegating colleagues closer to the location to travel
Risk 2 ….	I = L =			
[add additional rows as needed]				
	QUESTION 4: What is the overall project risk categorization?			
			Low Risk ☐	The countries that the Global Programme will work in over the next four years are not predetermined. The project is flexible and agile and provides specific technical assistance and support when and where required with a focus on conflict, fragile and

		transition contexts. The SES has been made part of the eligibility requirements to receive funding from the Global Programme and all proposals must comply with corporate programming standards outlined in the POPP, with a particular attention to UNDP's programming principles and Social and Environmental screening procedure. This will be verified by the Global Programme project team for country allocations to ensure that the SES has been done at the country level and that an updated risk log is provided from the country office to ensure UNDP principles and procedures are in place.		
	Moderate Risk	☐		
	Substantial Risk	☐		
	High Risk	☐		
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)			
	Question only required for Moderate, Substantial and High Risk projects			
	Is assessment required? (check if "yes")	☐		***Status? (completed, planned)***
	if yes, indicate overall type and status		☐ Targeted assessment(s)	
			☐ ESIA (Environmental and Social Impact Assessment)	
			☐ SESA (Strategic Environmental and Social Assessment)	

	Are management plans required? (check if "yes)	☐		
	If yes, indicate overall type		☐	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)
			☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)
			☐	ESMF (Environmental and Social Management Framework)
	*Based on identified **risks**, which Principles/Project-level Standards triggered?*		**Comments (not required)**	
	Overarching Principle: Leave No One Behind			
	Human Rights	☐		
	Gender Equality and Women's Empowerment	☐		
	Accountability	☐		
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☐		
	2. Climate Change and Disaster Risks	☐		
	3. Community Health, Safety and Security	☐		
	4. Cultural Heritage	☐		
	5. Displacement and Resettlement	☐		
	6. Indigenous Peoples	☐		

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7. Labour and Working Conditions	☐	
8. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	*Date*	*Description*
QA Assessor		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

Checklist Potential Social and Environmental <u>Risks</u>	
<u>INSTRUCTIONS</u>: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the <u>SES toolkit</u> for further guidance on addressing screening questions.	
Overarching Principle: Leave No One Behind **Human Rights**	**Answer (Yes/No)**
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	*No*
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	*No*
P.3 Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	*No*
Would the project potentially involve or lead to:	
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [269]	No
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment	
P.8 Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
Would the project potentially involve or lead to:	
P.9 adverse impacts on gender equality and/or the situation of women and girls?	*No*
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No

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

P.11 limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
P.12 exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.*	No
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below	
Accountability	
Would the project potentially involve or lead to:	
P.13 exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14 grievances or objections from potentially affected stakeholders?	No
P.15 risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
Would the project potentially involve or lead to:	
1.1 adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2 activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5 exacerbation of illegal wildlife trade?	No
1.6 introduction of invasive alien species?	No
1.7 adverse impacts on soils?	No
1.8 harvesting of natural forests, plantation development, or reforestation?	No
1.9 significant agricultural production?	No
1.10 animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11 significant extraction, diversion or containment of surface or ground water?	No

	For example, construction of dams, reservoirs, river basin developments, groundwater extraction	
1.12	handling or utilization of genetically modified organisms/living modified organisms?[270]	No
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)[271]	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
Would the project potentially involve or lead to:		No
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	No
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	Yes
Standard 3: Community Health, Safety and Security		
Would the project potentially involve or lead to:		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No

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[270] See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.

[271] See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources.

3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
Would the project potentially involve or lead to:		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
Would the project potentially involve or lead to:		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	risk of forced evictions?[272]	No
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk*	No
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands,	No

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[272] Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

	resources, territories and traditional livelihoods of the indigenous peoples concerned?	
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	No
Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note: applies to project and contractor workers)		No
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2	the generation of waste (both hazardous and non-hazardous)?	No
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No

ANNEX III: RISK ANALYSIS

Project Title: The Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development (Phase IV)		Project Number:		Date: August 2021
#	**Description**	**Risk Category**	**Impact & Likelihood = Risk Level**	**Risk Treatment / Management Measures**	**Risk Owner**
1	Changing political environments and national priorities undermine or compromise institutional capacity development efforts.	Political	Due to the nature of the Global Programme's engagement in crisis and fragile contexts, it is sometimes the case that conflict, crisis, etc. affect the ability to operate. This has previously been the case in countries such as Syria, Yemen, CAR, etc. P = 5 I = 5	Engage in early warning scanning to identify potential hotspots for crisis and ensure fluid and regular communication between country level counterparts, regional advisors and HQ. Plan jointly with other UN and multilateral entities to access entry points in other areas of engagement, including those where needs have shifted from those identified in earlier analysis. Creating flexible, quality programme frameworks at country level allows projects to overcome setbacks, such as a delay in activity due to instability, and resume successful implementation at the appropriate time. Reprogramme funds where needed to areas where ROLSHR interventions can take place.	ROLSHR/GFP and country-level leadership
2	Changing priorities within the international community weaken efforts to integrate rule of law and human rights in peacebuilding, stabilization and	Political	Major crises such as the ongoing Syrian crisis, security concerns such terrorism and border control, and/or decisions taken in the coming months regarding financing across humanitarian, peacebuilding and development sectors could	Continue efforts to promote the SDGs, in particular Goal 16, as the building block for sustaining peace and fostering development in fragile and crisis contexts. Continue to build partnerships and position UNDP as the key leader in coordinating and delivering rule of law and human rights assistance in the international community, as well as on promoting SDG 16.	ROLSHR/GFP and country level leadership

	recovery processes, or other initiatives to address or prevent fragility and conflict.		shift international priorities away from investing in UNDP ROLSHR efforts. Given the current COVID-19 pandemic, and the decrease in ODA and core contributions from member states could further weaken the ROLSHR sector. P = 3 I = 3	Improve understanding of donor interests and priorities for in-country programming, and engage in regular dialogue to build coalition around aligned strategies for implementation. Further understanding and implications of COVID-19 pandemic on donor funding cuts.	
3	Weak inter-agency engagement from partners at headquarters and country level.	Operational, strategic	HQ coordination is strong due to the GFP. However, the GFP has been less successful at mobilizing UN actors in the field to jointly engage and deliver on rule of law assistance due to low visibility and lack of communication. P = 4 I = 3	Strengthen communications and engagement from relevant UN agencies/bodies, and improve HQ ability to navigate and overcome administrative obstacles to joint efforts. Ensure the development of communications materials in French and Spanish to further understanding and buy-in at the country level. Improve efforts and ability to engage, understand and meet UN senior management and/or political leadership immediate concerns and needs to allow for future rule of law and human rights engagement. Encourage more joint practices at field level and showcase positive results.	ROLSHR/GFP leadership
4	Inadequate response to resource mobilisation efforts hamper the programme's	Financial	The current global COVID-19 pandemic has resulted in a significant reduction of ODA and may continue to do so over the next years. This has directly impacted the core funding made	Resource mobilization for the programme is ongoing with both traditional and non-traditional partners, and multiyear donor commitments are in the process of being secured. Each member of the ROLSHR team shares responsibility to mobilize financial resources (and in-kind resources where appropriate), and should	ROLSHR/GFP leadership

	capacity to respond to increasing demand for support from UNDP Country Offices, regional hubs and host governments.		available to the ROLSHR team to sustain operational activities. Additionally, many Global Programme partners are unable to secure and commit to multiyear funding proposals. P = 4 P = 4	work to better understand donor interest for in-country ROLSHR programming. Creating flexible programme frameworks at country level allows projects to overcome setbacks, such as lack of funding, and reorient activities utilizing available resources. The new MEL unit will also support countries in measure success and reprogramme when there are challenges. Following the 2021 Annual Meeting on Strengthening the Rule of Law in Crisis Contexts, resource mobilization prospects are positive with some key donors and there is renewed interest in new areas of work such as business and human rights, climate justice etc.	
5	Unpredictable management, lack of buy in, and/or financial or personnel constraints within Country Offices prevent UNDP rule of law and human rights assistance from achieving maximum effect.	Operational	In certain contexts during previous phases, COs would shift priorities and focus of programmatic activities, leaving little resources for developing a comprehensive rule of law and human rights programme. In other cases, CO management has been altogether resistant to engage in the rule of law and human rights area. This may sometimes be due to the political context in country, lack of resources, or lack of staff and capacities. P = 3 I = 3	ROLSHR team can work across UNDP technical teams and through the GPN as well as GFP entities to identify areas where rule of law and human rights programming can be implemented into broader stabilization and peacebuilding programmes. This can serve as a reasonable stop-gap measure until support is garnered for development engagement across the whole rule of law and human rights sector.	ROLSHR/GFP leadership

6	Challenges in identifying highly qualified and experienced rule of law and human rights experts with whom to partner for rapid deployment.	Organizational	The ROLSHR team has faced this challenge consistently when faced with a need for technical or substantive expertise in Arab and French speaking contexts. P = 5 I= 3	Arabic and French speaking members of the ROLSHR team have been available for short-term missions and detailed assignments to places such as Egypt, Jordan, Lebanon, Burkina Faso, CAR, etc. Additionally, CSMT maintains an express roster of rapidly deployable personnel. Efforts should be made to strengthen capacities where gaps exist, such as that of Arab and French speakers. Agreements are also being formalized with bilateral partners for future access to standing expert capacities for rapid deployment. Some of the regional advisor post recently filled did address some of these concerns.	ROLSHR/CB management
7	Lack of operational or technical capacities, including MEL capacities, in UNDP Country Offices limits delivery and reporting of catalytic effect of pipeline funding.	Operational	Given the ongoing COVID-19 crisis as well as the continuing refugee crisis caused by the conflict in Syria, and other economic/crisis situations across the MENA and Afghanistan region have impacted places such as Jordan, Lebanon and Turkey. These now-host communities have not in recent years been classified as "crisis-affected or fragile," however the rapid influx of refugees to these countries has resulted in a significant need for assistance from UNDP and the international community to provide services including those related to	ROLSHR has deployed technical experts on short-term missions to these COs to assess needs in these host communities, and aid in the design of country-level projects and programmes. The development of the GPN has helped ensure that experts are in place when and where they need to be. While most COs supported by the Global Programme maintain technical capacities to implement rule of law and human rights programming, the capacities available at the HQ and regional level can stop-gap these needs when they arise until longer-term solutions are found.	ROLSHR leadership

			rule of law and human rights. As a result of this increased demand, COs which are not typically active in rule of law programming do not hold the technical capacities necessary to deliver in this area. There has also been an influx of migration across Central America as well as political crisis requiring new types of support such as work on constitutional processes. The COVID crisis has affected all countries and increased digitalization and digitization work where further skills will need to be developed at all levels. P = 2 I = 4		
8	Reduced or limited access and ability to work in some settings due to security restrictions for programme staff and consultants.	Security	The contexts supported by the Global Programme are, on the whole, classified as crisis/conflict-affected or fragile. These contexts present challenging operational environments where staff security needs are often elevated from those in normal development contexts.	Security situations are continuously monitored with Country Offices to ensure that staff are safe, and to determine the feasibility of continuing programmatic assistance.	ROLSHR leadership

			P = 3 I = 5		
9	Interoperability challenges such as incompatibilities across finance systems negatively affects inter-agency joint rule of law programming, especially in Mission settings, and slows delivery.	Operational	As the Global programme is the financial vehicle for the GFP and in country joint programmes, and the known challenges across the carious UN operational and management systems, the joint programming can often raise challenges and slow down implementation of projects. P=4 I=1	The UNDP ROLSHR team and the GFP core team is currently drafting a GFP joint programming guidance note which will address some of these challenges. This may also leads to greater understanding between the operational and management systems of the various UN agencies, funds and programmes.	ROLSHR leadership and GFP Managers

ANNEX IV: DRAFT TERMS OF REFERENCES

a. Global Programme Project Board

UNDP Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development: Phase IV (2022-2025

Project Board Terms of Reference

I. Background

Strengthening the rule of law and promoting human rights are cornerstones of UNDP's work to achieve sustainable human development and eradicate extreme poverty. SDG 16 articulates the key role that governance and the rule of law play in promoting peaceful, just, and inclusive societies. Accordingly, UNDP's *Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development* (hereafter Global Programme) aids national partners to build resilient communities that are supported by just institutions.

With an in-country presence before, during and after a conflict, UNDP is increasingly expected to assume a substantive role in providing rule of law, justice and security assistance to countries threatened or affected by crisis and fragility. To meet these demands, UNDP's Crisis Bureau has made rule of law and human rights priority areas for programming. The Global Programme is the main operational and financial instrument for UNDP globally to engage on justice, security and human rights issues in crisis-affected countries. Drawing on some of UNDP's most innovative rule of law programming in crisis-affected and fragile situations, as well as its extensive engagement in the international human rights arena, UNDP seeks to assist Country Offices in developing multi-year, comprehensive rule of law and human rights programme that respond rapidly and effectively to the needs on the ground. The Global Programme provides support to rule of law and human rights projects and programmes in over 45 crisis-affected situations, with a total programming value of over USD 148million in Phase III (2016-2021).

II. Global Programme Management

The Global Programme is directly executed by the Rule of Law, Justice, Security and Human Rights (ROLSHR) Team within the UNDP Crisis Bureau. Overall accountability is vested in the Head of Rule of Law, Justice, Security and Human Rights, with oversight from the Project Board. The Programme Manager is responsible for the day-to-day management and oversight of the Global Programme, with support from both the Project Support Unit and the Monitoring, Evaluation, Learning (MEL) and Innovation Unit. Secretariat functions, including financial management, sit with the Project Support Unit. With guidance from the Project Manager, the Project Support Unit prepares and circulates all documentation, prepares financial and narrative reports, and ensures that decisions and recommendations are duly recorded and

communicated. Additionally, under the oversight of the Project Manager, the MEL and Innovation Unit is responsible for developing and implementing a standardized MEL system that supports strategic, evidence-based programme outcomes and outputs with appropriate baselines, targets and indicators that are tailored to each individual context within which the Global Programme operates.

To deliver on the Global Programme's country-support commitments, the whole of the ROLSHR team works closely with the UNDP Regional Bureaus, the Regional Hubs and UNDP Country Offices to develop and deliver high-quality, context-specific support to rule of law, justice, security and human rights in a wide range of contexts. The team also works through UN system partnership arrangements – such as the GFP arrangement with DPO and other UN agencies, and the TPP with OHCHR and GANHRI – to contribute to joint rule of law and human rights planning and assessment on behalf of the UN system, and to provide joint financial, technical and operational support to these areas on the ground.

The ROLSHR team also supports national, regional and global policy efforts and knowledge brokerage, including through the development of guidance documents, research reports and policy briefs, as well as through participation in global dialogue processes and events. These efforts support and influence internal and external networks, which in turn leads to more effective and well-informed ROLSHR programming globally.

III. Overview of the Project Board

The Global Programme Project Board provides oversight, strategic inputs, and guidance for effective and efficient programme implementation. The Project Board will approve workplans and budgets, endorse country allocations and establish responsibility lines for implementation of the Global Programme across UNDP. It will also ensure that performance is monitored and evaluated on a regular basis and will help to ensure that the Global Programme makes a relevant contribution to the UNDP Strategic Plan 2022-2025. Through these efforts, the Project Board will continuously validate the relevance of the Global Programme in responding to global rule of law and human rights challenges and priorities.

The Project Board is chaired by the Head of Rule of Law, Justice, Security and Human Rights in the UNDP Crisis Bureau, and is further comprised of one representative from each of the UNDP Regional Bureaus and from the Bureau for External Relations and Advocacy (BERA). Each member has an equal role in decision-making. Depending on each meeting agenda, other UN/UNDP representatives may be invited to participate in Project Board meetings as observers and can make recommendations for consideration.

IV. Roles and Responsibilities

The main role of the Project Board is to collectively review and approve the Global Programme's pipeline of funding requests. Prior to each Project Board meeting, the Programme Manager will launch a process to collect pipeline submissions from UNDP country offices. Once received, each request will be vetted by the Programme Manager and the relevant ROLSHR team focal points. Each submission will be sent to respective Project Board members no later than one week in advance of each meeting to ensure due diligence prior to endorsement. The final pipeline will be presented for official endorsement at each Project Board meeting.

When evaluating proposals for endorsement, Project Board members should consider the following:

- While the Global Programme aims to allocate resources as freely as possible, requests are not guaranteed to be approved for funding. Some funding requests may

be included with a reduced amount from what was requested; others may be saved or sent back for revisions to be included in subsequent pipeline processes;

- Funding requests must not exceed $500,000 per context annually;
- The programmatic components of each request must fit within squarely within the scope of the Global Programme;
- More broadly, three overarching principles of **performance** (the effectiveness of delivery and resource utilization), **need** (the requirement of resources to achieve results or goals), and **transparency** (the clarity of programmatic and reporting processes) should be considered when approving and endorsing pipeline submissions;
- Country proposals must meet the eligibility requirements laid out in the Phase IV project document.

Additionally, Global Programme funding allocations should:

- Maximize the effectiveness of **UN System joint delivery** of rule of law and human rights assistance to incentivize system-wide effectiveness. Funding requests must show evidence of alignment and coordination with relevant UN partners;
- Ensure that funding **supports strategic national priorities** as defined by government and local stakeholders, in cooperation with UN leadership and other international or bilateral partners;
- Facilitate **innovation** and thought leadership in both policy and programming;
- Ensure **fairness** in resource allocation across regions, in relation to need and circumstance;

In certain cases, such as a sudden outbreak of crisis or conflict, or an emerging 'special development situation,' an ad hoc process may be conducted to obtain Project Board insight and approval of allocations outside of the regular pipeline processes.

Finally, the Project Board will be responsible to approve the ROLSHR Team's Annual Workplan and Budget in the first meeting of each year and will receive updates to workplan implementation over the course of each year.

The Project Board will convene 3 times annually (roughly every 3-3.5 months). The project board will meet virtually or in a hybrid format depending on COVID-19 guidelines. In addition to endorsing the pipeline submissions and programme workplan, the Project Board may:

- Make recommendations for improving the Global Programme's contribution to the UNDP Strategic Plan 2022-2025.
- Review and monitor implementation of the Monitoring and Evaluation Plan present in the project document, including a mid-term evaluation of the Global Programme.
- Ensure management responses to Evaluation and Audit recommendations are implemented in a timely manner.
- Facilitate the sharing of specific examples of country-level and regional experiences and learning from their respective regions, including innovative approaches that could be scaled up globally, particularly through South-South and Triangular Cooperation and knowledge platforms.
- Assess quality improvements across the Global Programme portfolio, make recommendations to address issues encountered at project design, implementation and closure.
- Make recommendations on resource mobilization and strategic partner engagement for thematic and country project allocations within the broader context of the funding architecture.

- Review and provide perspectives on the financial situation for the Global Programme annual budget.
- Identify opportunities to enhance visibility and showcase results of the Global Programme among existing and potential donors and partners, and the broader development community.

b. Partners Advisory Group

UNDP Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development: Phase IV (2022-2025)

Partners Advisory Group Terms of Reference

I. Background

Strengthening the rule of law and promoting human rights are cornerstones of UNDP's work to achieve sustainable human development and eradicate extreme poverty. SDG 16 articulates the key role that governance and the rule of law play in promoting peaceful, just, and inclusive societies. Accordingly, UNDP's *Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development* (the Global Programme) aids national partners to build resilient communities that are supported by just institutions.

With an in-country presence before, during and after a conflict, UNDP is increasingly expected to assume a substantive role in providing rule of law, justice and security assistance to countries threatened or affected by crisis and fragility. To meet these demands, UNDP's Crisis Bureau has made rule of law and human rights priority areas for programming. The Global Programme is the main operational and financial instrument for UNDP globally to engage on justice, security and human rights issues in crisis-affected countries. Drawing on some of UNDP's most innovative rule of law programming in crisis-affected and fragile situations, as well as its extensive engagement in the international human rights arena, UNDP seeks to assist Country Offices in developing multi-year, comprehensive rule of law and human rights programmes that respond rapidly and effectively to the needs on the ground. In Phase III, the Global Programme provided support to rule of law and human rights programmes in over 40 contexts, with a total programming value of over USD 148 million in phase 3 (2016-2021).

II. Global Programme Management

The Global Programme is directly executed by the Rule of Law, Justice, Security and Human Rights Team in the UNDP Crisis Bureau. Overall accountability is vested in the Head of Rule of Law, Security and Human Rights, with oversight from the Project Board. The Programme Manager is responsible for the day-to-day management and oversight of the Global Programme, with support from both the Project Support Unit and the Monitoring, Evaluation, Learning (MEL) and Innovation Unit. Secretariat functions, including financial management, sit with the Project Support Unit. With guidance from the Project Manager, the Project Support Unit prepares and circulates all documentation, prepares financial and narrative reports, and ensures that decisions and recommendations are duly recorded and communicated. Additionally, under the oversight of the Project Manager, the MEL and Innovation Unit is responsible to develop and implement a standardized system that supports strategic,

evidence-based programme outcomes and outputs with appropriate baselines, targets and indicators that are tailored to each individual context in which the Global Programme operates.

To deliver on the Global Programme's country-support commitments, the whole of the ROLSHR team works closely with the UNDP Regional Bureaus, the Regional Hubs and UNDP Country Offices to develop and deliver high-quality, context-specific support to rule of law, justice, security and human rights in a wide range of contexts. The team also works through UN system partnership arrangements – such as the GFP arrangement with DPO and other UN agencies, and the TPP with OHCHR and GANHRI – to contribute to joint rule of law and human rights planning and assessment on behalf of the UN system, and to provide joint financial, technical and operational support to these areas on the ground.

The ROLSHR team also supports national, regional and global policy efforts and knowledge brokerage, including through the development of guidance documents, research reports and policy briefs, as well as through participation in global dialogue processes and events. These efforts support and influence internal and external networks, which in turn leads to more effective and well-informed ROLSHR programming globally.

III. Overview of the Partners Advisory Group

The Partners Advisory Group provides strategic insight as to the effectiveness and trajectory of the Global Programme and assists with overall efforts to evaluate the relevance and capability of the Global Programme to respond to global rule of law and human rights challenges and priorities. The Partners Advisory Group will also help to ensure that the Global Programme is making a sufficient contribution to the development of global policy. Through these efforts, the Partners Advisory Group will contribute to positioning the Global Programme as both a programmatic and policy leader in the international rule of law and human rights arenas.

Comprised of current and prospective donors to the Global Programme and other partners as necessary, meetings of the Partners Advisory Group will provide a platform for regular consultation and communication on relevant issues. In these meetings, partners may highlight key achievements, raise concerns, ask questions and/or encourage sustained support for the Global Programme.

IV. Roles and Responsibilities

The Partners Advisory Group will convene minimum two times per year, with the main session occurring during the UNDP Annual Rule of Law Meeting. The meetings will be held in a virtual online format, unless a hybrid format is possible during the Annual Meeting when partners are already in NY.[273] Ad hoc meetings may be held as necessary to efficiently convey rapid developments related to the Global Programme. Members of the Partners Advisory Group are encouraged to take active roles in each meeting, and all recommendations made by the Partners Advisory Group will be presented and duly considered in Project Board meetings.

In addition to active participation in these meetings, the roles and responsibilities of the Partners Advisory Group may include:

- Making recommendations for improving the Global Programme's impact;
- Facilitating opportunities to increase the Global Programme's visibility as a global policy leader and knowledge broker for rule of law, justice, security and human rights;

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[273] Depending on COVID-19 regulations and policies in place.

- Reviewing and monitoring MEL efforts as presented in the project document;
- Sharing examples of country-level and regional experiences and learning including innovative approaches that could be scaled up globally;
- Providing advice and support for further resource mobilization and strategic engagement from prospective donors to the Global Programme;
- Providing advice and supporting special events for the purposes of enhancing visibility, attracting strategic partners, and mobilizing additional resources.

c. Experts Advisory Group

UNDP Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development: Phase IV (2022-2025)

Experts Advisory Group Terms of Reference

I. Background

Strengthening the rule of law and promoting human rights are cornerstones of UNDP's work to achieve sustainable human development and eradicate extreme poverty. SDG 16 articulates the key role that governance and the rule of law play in promoting peaceful, just, and inclusive societies. Accordingly, UNDP's *Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development,* Phase IV (the Global Programme) aids national partners to build resilient communities that are supported by just institutions.

With an in-country presence before, during and after a conflict, UNDP is increasingly expected to assume a substantive role in providing rule of law, justice and security assistance to countries threatened or affected by crisis and fragility. To meet these demands, UNDP's Crisis Bureau has made rule of law and human rights priority areas for programming. The Global Programme is the main operational and financial instrument for UNDP globally to engage on justice, security and human rights issues in crisis-affected countries. Drawing on some of UNDP's most innovative rule of law programming in crisis-affected and fragile situations, as well as its extensive engagement in the international human rights arena, UNDP seeks to assist Country Offices in developing multi-year, comprehensive rule of law and human rights programmes that respond rapidly and effectively to the needs on the ground. The Global Programme provides support to rule of law and human rights programmes in over 45 crisis-affected situations, with a total programming value of over USD 148 million in phase 3.

II. Global Programme Management

The Global Programme is directly executed by the Rule of Law, Justice, Security and Human Rights Team in the UNDP Crisis Bureau. Overall accountability is vested in the Head of Rule of Law, Security and Human Rights, with oversight from the Project Board. The Programme Manager is responsible for the day-to-day management and oversight of the Global Programme, with support from both the Project Support Unit and the Monitoring, Evaluation, Learning (MEL) and Innovation Unit. Secretariat functions, including financial management, sit with the Project Support Unit. With guidance from the Project Manager, the Project Support Unit prepares and circulates all documentation, prepares financial and narrative reports, and ensures that decisions and recommendations are duly recorded and communicated. Additionally, under the oversight of the Project Manager, the MEL and Innovation Unit is responsible to develop and implement a standardized system that supports strategic,

evidence-based programme outcomes and outputs with appropriate baselines, targets and indicators that are tailored to each individual context in which the Global Programme operates.

To deliver on the Global Programme's country-support commitments, the whole of the ROLSHR team works closely with the UNDP Regional Bureaus, the Regional Hubs and UNDP Country Offices to develop and deliver high-quality, context-specific support to rule of law, justice, security and human rights in a wide range of contexts. The team also works through UN system partnership arrangements – such as the GFP arrangement with DPO and other UN agencies, and the TPP with OHCHR and GANHRI – to contribute to joint rule of law and human rights planning and assessment on behalf of the UN system, and to provide joint financial, technical and operational support to these areas on the ground.

The ROLSHR team also supports national, regional and global policy efforts and knowledge brokerage, including through the development of guidance documents, research reports and policy briefs, as well as through participation in global dialogue processes and events. These efforts support and influence internal and external networks, which in turn leads to more effective and well-informed ROLSHR programming globally.

III. Overview of the Experts Advisory Group

The Experts Advisory Group provides advice on emerging trends and issues in the rule of law and human rights arenas, with the intent of equipping the Global Programme to better respond to global priorities and challenges. The Experts Advisory Group will also provide strategic insight into how the Global Programme can better position itself within the global policy community. Through these efforts, the Experts Advisory Group will serve as an important gauge for the relevance of the Global Programme – and for UNDP's rule of law, justice, security and human rights efforts on the whole – within the thought leadership sphere. Comprised of experts from regional and global think tanks, academia, civil society, etc. and other UN or external partners as necessary, meetings of the Experts Advisory Group will provide guidance and support regarding trends, challenges and opportunities all levels to influence change in the rule of law and human rights spheres.

IV. Roles and Responsibilities

The Experts Advisory Group will convene minimum once per year. The meeting will be held in a virtual online format. This meeting will serve as a platform for the exchange of cutting edge thinking, emerging good practices and trends, emergent challenges, and horizon scanning. In these meetings, partners may also highlight key achievements, raise concerns, ask questions and/or encourage sustained support for the Global Programme. Members of the Experts Advisory Group are encouraged to take active roles in each meeting, and all recommendations made by the Experts Advisory Group will be presented and duly considered in Project Board meetings.

In addition to active participation in these meetings, the roles and responsibilities of the Experts Advisory Group may include:

- Identifying and discussing possible entry points for strategic partnerships and increased knowledge exchange at regional and global levels.
- Reviewing and troubleshooting challenges encountered in Global Programme implementation;
- Making recommendations for improving the Global Programme's impact on both policy development and programming;
- Inputting into MEL efforts as presented in the project document;

- Sharing examples of country-level and regional experiences and learning including innovative approaches that could be scaled up globally;
- Providing advice and support for further engagement from strategic partners;

Overtime, the responsibilities of the Experts Advisory Group may evolve into more specific tasks such as developing or reviewing knowledge products or policy papers, designing and facilitating workshops, trainings and other knowledge brokering events, or providing technical expertise and capacity for Global Programme Implementation. Should these unique opportunities arise, each will be conducted within UNDP corporate policies and processes for procurement and partnership development.

d. Programme Manager (P4)

I. Position Information	
Job Title: Programme Manager – Global Programme for Rule of Law, Human Rights, Justice and Security	Grade Level: P4
	Duty Station: TBC
Position Number:	Family Duty Station as of Date of Issuance: Yes
Department: Crisis Bureau	
Reports to: Team Leader of the ROLSHR Team	Date of Issuance:
	Closing Date:
Direct Reports:	Duration and Type of Assignment: More than a year; Fixed Term Appointment
Position Status: Non-Rotational	
Job Family:	

II. Job Purpose and Organizational Context

UNDP is the knowledge frontier organization for sustainable development in the UN Development System and serves as the integrator for collective action to realize the Sustainable Development Goals (SDGs). UNDP's policy work carried out at HQ, Regional and Country Office levels, forms a contiguous spectrum of deep local knowledge to cutting-edge global perspectives and advocacy. In this context, UNDP invests in the Global Policy Network (GPN), a network of field-based and global technical expertise across a wide range of knowledge domains and in support of the signature solutions and organizational capabilities envisioned in the Strategic Plan. Within the GPN, the Crisis Bureau guides UNDP's corporate crisis-related strategies and vision for crisis prevention, response and recovery.

Within the GPN, the Crisis Bureau has the responsibility for support to prevention, crisis response, resilience and recovery work under the auspices of UNDP's Strategic Plan. Part of the Crisis Bureau, the Rule of Law, Justice, Security and Human Rights (ROLSHR) team is responsible for practice and policy development in the areas of rule of law, justice, security, and human rights as they relate to crisis prevention, response and recovery in conflict and disaster settings through the implementation of the *Global Programme on Strengthening the Rule of Law and Human Rights for Sustaining Peace and Fostering Development* (the Global Programme). The Global Programme is widely recognized for its ability to mobilize funds, provide technical and strategic expertise, and collaborate and coordinate across UN entities to enable more holistic, coherent and comprehensive responses to rule of law, justice, security and human rights challenges. It provides tailored, context-specific technical, financial and strategic support to contexts across the development spectrum. Phase III of the Global Programme concludes in December 2021.

Phase IV of the renamed *Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development*, builds on experience, lessons and achievements during Phase III and is guided by and aligned to UNDP's 2022-2025 Strategic Plan. In Phase IV (2022-2025), the Global Programme is committed to strengthening the quality, impact and reporting of UNDPs rule of law and human rights programming through an investment in building systems and capacities for improved monitoring, evaluation and learning (MEL). This focus complements UNDPs organisational commitment towards greater impact measurement and continuous learning

and adaptation. A dedicated Monitoring, Evaluation and Learning (MEL) & Innovation Unit will be established through the Global Programme to support strengthened results-based management systems, including the development and piloting of MEL tools and templates and learning and knowledge exchange mechanisms. The unit will contribute to building a constructive learning environment at all levels. It will support the Rule of Law, Security and Human Rights (ROLSHR) team, UNDP country offices, regional hubs and partners to develop and apply the tools, knowledge and capacities needed for a systematic approach to evidence-based learning and knowledge creation and exchange. The MEL & Innovation Unit will be part of the Global Programme's core management team and will fall under the supervision of the Project Manager.

The Global Programme is the main operational and financial instrument for UNDP globally to engage on rule of law, justice, security and human rights in contexts affected by crisis, conflict and/or fragility, and other specific development situations. It draws on some of UNDP's most innovative rule of law programming in these contexts, to assist UNDP Country Offices in developing multi-year, comprehensive rule of law projects and programmes that respond rapidly and effectively to the needs on the ground. In Phase III, the Global Programme supported rule of law interventions in over 45 contexts, with a total programming value of over USD 220 million. The ROLSHR team leads UNDP's engagement on the rule of law with the UN system through the Global Focal Point for Rule of Law, which was established in 2012 and has been increasingly operational in recent years.

The Programme Manager is positioned within UNDP's Crisis Bureau and reports to the ROLSHR Team Leader as part of the UNDP Global Policy Network (GPN). Working in close collaboration with the ROLSHR team, the staff member will ensure the effective day-to-day management of the ROLSHR Global Programme, support policy and research development, coordinate strategic partnership-building efforts and oversee the newly develop MEL and Innovation Unit.

iii. Duties and Responsibilities

Summary of key functions:

- **Project Management**: The Programme Manager will lead day-to-day management aspects of the ROLSHR Global Programme to ensure the systematic delivery of high-quality support and sustained tracking of meaningful results achieved

- **Strategic Partnerships and Resource Mobilization**: The Programme Manager will coordinate engagement with current and prospective partners, including Member States, Private Sector organizations, CSOs/NGOs including through leading the planning of the Annual Rule of Law and Human Rights Meeting.

- **Policy Research and Development:** The Programme Manager will support research and analysis initiatives that further the efforts of the ROLSHR team to advance advocacy, policy development and knowledge sharing.

- **Monitoring, Evaluation and Learning**: The Programme Manager will supervise the new Monitoring, Evaluation and Learning (MEL) & Innovation Unit in developing and implementing a comprehensive MEL framework and system for

the Global Programme that supports evidence and learning-informed, quality programming and policy development.

1. **Project Management**: The Programme Manager will lead day-to-day project management aspects of the Global Programme to ensure the systematic delivery of high-quality support and sustained tracking of meaningful results achieved:

- Ensure support provided through the Global Programme is consistent with the activities and standard operating procedures outlined in the Global Programme project document, providing substantive views on utility and viability of different modalities of support provision, in conjunction with the ROLSHR team.
- Lead on the development of new Standard Operating Procedures for Phase IV of the Global Programme.
- Support the development and implementation of a systematized monitoring and evaluation framework and approach to streamline reporting in accordance with the Global Programme results framework, through oversight of the ROLSHR MEL team and in coordination with regional/country level counterparts.
- Work closely with the ROLSHR team to analyze and synthesize results reports (including HQ and country level and other corporate reports) to identify common trends, opportunities, and challenges experienced at country, regional and global levels to inform HQ support through the ROLSHR Global Programme.
- Coordinate all meetings of the ROLSHR Global Programme Project Board and ensure adequate follow up on recommendations and actions.
- Maintain the ROLSHR Global Programme risk log, M&E framework, results framework, baseline information, annual work plans and other required corporate programme elements in ATLAS in conjunction with the ROLSHR team and other UNDP counterparts as needed.
- In close collaboration with the ROLSHR team, lead planning and execution of the Annual Meeting on Strengthening the Rule of Law, Human Rights, Justice and Security for Sustaining Peace and Fostering Development.
- In close collaboration with the Programme Associates, oversee the day-to-day financial management of the Global Programme, and facilitate the provision of information relevant to support effective decision-making at the managerial level, and amongst the ROLSHR team.

2. **Strategic Partnerships and Resource Mobilization**: The Programme Manager will lead engagement with current and prospective partners, including Member States, Private Sector organizations, CSOs/NGOs and others to make available capacities for supporting UNDP's programmes in the field and at HQ:

- Coordinate engagement with current and prospective partners, in close coordination with relevant UNDP and UN System counterparts to ensure coherent and complementary support to country-level, including through the provision of strategic analysis to identify opportunities for strengthening and engagement.
- Support the ROLSHR Team Leader in partnership building and resource mobilization, in line with the Crisis Bureau's partnership and resource mobilization strategy;
- Perform analysis and research to support the implementation of partnership strategies with UN (e.g. DPO, DPPA, OHCHR, UNODC, UN Women) and external regional partner institutions including Governments, private sector,

academia, NGOs, and CSOs (e.g. G7+, OECD, World Bank, Member States and donor countries) at the global, regional and local level; and

- Participate in relevant external meetings, including on resource mobilization, partnership and advocacy activities with UN partners, permanent missions, and external stakeholders.
- Ensure timely and adequate follow-up is provided on all partnership development initiatives.

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3. **Policy Research and Development:** The Programme Manager will support research-oriented initiatives within the scope of the Global Programme to advance advocacy, policy development and knowledge sharing efforts:

- Facilitate research-based endeavors, including partnerships, with think tank and other academic partners in close conjunction with members of the ROLSHR team that contribute to development of guidance in the specific thematic area, and related tools for the implementation of global policy standards, including coordinating testing and rolling out of tools and methodologies.
- Facilitate information sharing and knowledge exchange between HQ, UNDP Regional Hubs, and country level, and within and between UNDP and other UN System partners.
- Manage internal and external requests for Global Programme knowledge and guidance products and ROLSHR expertise to ensure the Global Programme and its learning are represented in key regional and global events and policy documents.
- Ensure that Global Programme knowledge and policy products are disseminated across partners, and more widely through the GPN networks.

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4. **Monitoring, Evaluation and Learning:** The Programme Manager will supervise the new Monitoring, Evaluation and Learning (MEL) & Innovation Unit in developing and implementing a comprehensive MEL framework and system for the Global Programme that supports evidence-based, innovative, quality programming and policy development.

- Oversee the development of new and/or adapt existing MEL guidelines, tools, mechanisms and templates to support the Global Programme and country offices and regional hubs in implementing the MEL framework and system.
- Ensure capacity-building for the ROLSHR team and relevant country office staff in MEL approaches, tools and good practices for rule of law, justice, security and human rights programming.
- Work with the ROLSHR team to ensure programme learnings are identified, applied and supported activities adapted as needed for innovative and effective programming at the country and regional levels.
- Supervise the staff within the newly developed MEL & Innovation Unit to ensure delivery targets are met efficiently and in a timely manner.

IV. COMPETENCIES AND SELECTION CRITERIA	Description of Competency at Level Required (For more comprehensive descriptions please see the competency inventory)
In this section list **all** core competencies as well as the most relevant technical/functional competencies the role will require along with the appropriate level. A Detailed list of competencies can be accessed through the following link: https://intranet.undp.org/unit/ohr/competency-framework/SitePages/Home.aspx	

Core	
Innovation *Ability to make new and useful ideas work*	Level 5: Creates new and relevant ideas and leads others to implement them
Leadership *Ability to persuade others to follow*	Level 5: Plans and acts transparently, actively works to remove barriers
People Management *Ability to improve performance and satisfaction*	Level 5: Models high professional standards and motivates excellence in others
Communication *Ability to listen, adapt, persuade and transform*	Level 5: Gains trust of peers, partners, clients by presenting complex concepts in practical terms to others
Delivery *Ability to get things done while exercising good judgement*	Level 5: Critically assesses value and relevance of existing policy / practice and contributes to enhanced delivery of products, services, and innovative solutions
Technical/Functional	Detailed list of competencies can be accessed through https://intranet.undp.org/unit/ohr/competency-framework/SitePages/Home.aspx and hiring managers are encouraged to familiarize themselves for more information
Project Management *Ability to plan, organize, and control resources, procedures and protocols to achieve specific goals*	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Rule of Law, Justice, Securiy, and Human Rights *Knowledge of Rule of Law, Security, and Human Rights concepts and principles*	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Knowledge Management *Ability to capture, develop, share and effectively use information and knowledge*	Level 5:Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Brief and Speech Writing	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise

Ability to prepare quality briefs and speeches	
Event Planning *Ability to plan, organize, an facilitate events in interactive and innovative formats*	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Collaboration and Partnership *Ability to develop, maintain, and strengthen partnerships with others inside or outside the organization who can provide information, assistance, and support. Sets overall direction for the formation and management of strategic relationships contributing to the overall positioning of UNDP.*	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise

Recruitment Qualifications	
Education:	Advanced university degree (Master's level) in law, development, political science, international relations or another relevant field.
Experience:	• 7 years of relevant professional experience, including specific experience providing programme and policy support in the general area of rule of law, security and human rights; • Work experience providing project or programme support in a crisis or post crisis setting is an asset; • Proven experience managing projects or programmes in the context of international development; specific experience within UNDP or the UN system is required; • Knowledge of UN or similar organization regulations, rules, policies, procedures and practices is required; knowledge of UNDP-specific policies and procedures is preferred; • Previous experience building partnerships and liaising with Member States and other partners, including mobilizing support from a wide range of partners and organizing high-level meetings (including virtual format) is required;

	• Previous experience with external relations and resource mobilization, preferably through the UNDP corporate approach.
Language Requirements:	Fluency in English both written and oral. Fluency in another UN language is an asset.
Other:	Describe any additional qualifications: • N/A

e. MEL Specialist (P3)

I. Position Information	
Job Title: Monitoring, Evaluation and Learning (MEL) Specialist, Rule of Law, Justice, Security and Human Rights	Grade Level: P3
	Duty Station: TBC
Position Number:	Family Duty Station as of Date of Issuance:
Department: Crisis Bureau	Date of Issuance:
Reports to: Global Programme, Programme Manager	Closing Date:
	Duration and Type of Assignment:
Position Status: Choose an item	
Job Family: Yes	

II. Job Purpose and Organizational Context
UNDP is the knowledge frontier organization for sustainable development in the UN Development System and serves as the integrator for collective action to realize the Sustainable Development Goals (SDGs). UNDP's policy work carried out at headquarters, regional and country office-levels, forms a contiguous spectrum of deep local knowledge to cutting-edge global perspectives and advocacy. In this context, UNDP invests in the Global Policy Network (GPN), a network of field-based and global technical expertise across a wide range of knowledge domains and in support of the signature solutions and organizational capabilities envisioned in UNDP's 2022-2025 Strategic Plan. The vision of the GPN is to become the cutting-edge provider of timely development advice; providing support to UNDP country offices and programmes in an integrated and coherent manner. The GPN draws on expertise globally to provide more effective responses to the complex development challenges countries face in achieving the Sustainable Development Goals (SDGs) and responding to crisis in an integrated and coherent manner.

Within the GPN, the Crisis Bureau has the responsibility for support to prevention, crisis response, resilience and recovery work under the auspices of UNDP's Strategic Plan. Part of the Crisis Bureau, the Rule of Law, Security and Human Rights (ROLSHR) team is responsible for practice and policy development in the areas of rule of law, justice, security, and human rights as they relate to crisis prevention, response and recovery in conflict and disaster settings through the implementation of the Global Programme on Strengthening the Rule of Law and Human Rights for Sustaining Peace and Fostering Development (the Global Programme). The Global Programme is widely recognized for its ability to mobilize funds, provide technical and strategic expertise, and collaborate and coordinate across UN entities to enable more holistic, coherent and comprehensive responses to rule of law, justice, security and human rights challenges. It provides tailored, context-specific technical, financial and strategic support to contexts across the development spectrum. Phase III of the Global Programme concludes in December 2020.

Phase IV of the renamed *Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development,* builds on experience, lessons and achievements during Phase III and is guided by and aligned to UNDP's 2022-2025 Strategic Plan. In Phase IV, the Global Programme is committed to strengthening the quality, impact and reporting of UNDPs rule of law and human rights programming through |

an investment in building systems and capacities for improved monitoring, evaluation and learning (MEL). This focus complements UNDPs organisational commitment towards greater impact measurement and continuous learning and adaptation. A dedicated Monitoring, Evaluation and Learning (MEL) & Innovation Unit will be established through the Global Programme to support strengthened results-based management systems, including the development and piloting of MEL tools and templates and learning and knowledge exchange mechanisms. The unit will contribute to building a constructive learning environment at all levels. It will support the Rule of Law, Security and Human Rights (ROLSHR) team, UNDP country offices, regional hubs and partners to develop and apply the tools, knowledge and capacities needed for a systematic approach to evidence-based learning and knowledge creation and exchange. It will leverage existing and new mechanisms, such as the GPN's Communities of Practice, to ensure learning and knowledge is captured, regularly shared and purposefully informs day-to-day programming, UNDPs broader organisation-wide learning, and global policy discussions and developments on matters of ROLSHR and development.

The Global Programme's MEL and Innovation Unit will include the MEL Specialist, the MEL Officer, and the Strategic Reporting and Learning Programme Analyst who will work together to develop and lead the programme's overall approach and activities for MEL, programme reporting, communications and knowledge management. The MEL Specialist reports to the Programme Manager. She/he will develop and oversee implementation of the Global Programme's MEL strategy and learning agenda, including the development and piloting of ROLSHR-related MEL tools and guidelines for use at the country, regional and headquarters levels, with the support of the MEL Officer and Strategic Reporting and Learning Programme Analyst.

Under the supervision of the Programme Manager, the MEL Specialist will be responsible for the following:

1) Develop and oversee a comprehensive and dynamic monitoring, evaluation and learning (MEL) strategy, including a learning agenda, for the global ROLSHR team and the Global Programme.

2) Develop a standardised MEL system to roll out and implement country level in contexts supported by the Global Programme. This includes developing tools and guidelines that support evidence-based, innovative and quality programming with appropriate and context-specific baselines, targets and indicators.

3) Ensure the Global Programme facilitates thought leadership and makes global and regional level policy contributions on rule of law, justice, security and human rights that are informed by high-quality analytics and learning.

4) Foster strategic relationships and partnerships within UNDP and beyond to advance the Global Programme's MEL strategy and results reporting.

III. DUTIES AND RESPONSIBILITIES

1) Develop and oversee a comprehensive and dynamic monitoring, evaluation and learning (MEL) strategy, including a learning agenda, for the global ROLSHR team and the Global Programme.

- Design and develop, through a participatory approach, the Global Programme's MEL strategy, annual MEL workplan and annual learning agenda in line with the Phase IV project document, theory of change and results framework, ensuring arrangements comply with UNDP corporate and donor requirements. Stakeholders to be consulted will include, for example, the ROLSHR team, UNDP's Effectiveness Group, and existing MEL partners.
- Lead the regular strategic review (annually) of the Global Programme's theory of change, assumptions and results framework and adapt them as required based on programme learning.
- Support the integration and mainstreaming of a learning-focused approach to MEL across the Global Programme and within the ROLSHR team, in support of UNDPs commitment in the 2022-2025 Strategic Plan to continuous learning and impact measurement across the organisation.
- Support and input into corporate reporting processes such as the Integrated Results and Resources Framework and Quality Assurance Standards.

2) Develop a standardised MEL system to roll out and implement country level in contexts supported by the Global Programme. This includes developing tools and guidelines that support evidence-based, innovative and quality programming with appropriate and context-specific baselines, targets and indicators.

- Develop new and/or adapt existing MEL guidelines, tools, mechanisms and templates to support the Global Programme and country offices and regional hubs in implementing the MEL system. This will include developing a template or 'index' of standard lower-level indicators related to each of the Global Programme's output that can be customised for use at the country and regional levels.
- Provide technical support to country offices regarding the development, implementation and improvement of of monitoring activities and data collection tools that are context-relevant and able to capture the necessary data to report on project and programme results.
- Provide capacity-building for the ROLSHR team and relevant country office staff in MEL approaches, tools and good practices for rule of law, justice, security and human rights programming.
- Support the ROLSHR team to ensure programme learnings are identified, applied and supported activities adapted as needed for innovative and effective programming at the country and regional levels.
- Regularly scan the fields related to rule of law, justice, security and human rights, development, and MEL for new MEL developments, tools, approaches and research, and compile and share key findings and lessons with the ROLSHR team and country offices where relevant.
- Liaise with others across the Crisis Bureau, BPPS and the Global Policy Network to ensure relevant linkages with relevant initiatives, corporate requirements and guidelines.

3) Ensure the Global Programme facilitates thought leadership and makes global and regional level policy contributions on rule of law, justice, security and human rights that are informed by high-quality analytics and learning.

- Lead on the identification of lessons learned and good practices from Global Programme-supported interventions and support the development of products that capture the experiences and learnings from country office for wide dissemination.
- Provide substantive inputs, informed by high-quality analysis and learning from programme interventions, to UNDP and Global Programme-led regional and global policy discussions and document development.
- Contribute MEL findings to Global Programme knowledge products.
- Facilitate and participate in lesson-learning and knowledge exchanges within UNDP and with external partners to advance innovative MEL approaches and tools for rule of law, justice, security and human rights programming.

4) Foster strategic relationships and partnerships within UNDP and beyond to advance the Global Programme's MEL strategy and results reporting.
- Produce regular high-quality MEL reports for the Global Programme senior management including successes, data analysis, progress towards results etc.
- Contribute MEL findings to Global Programme donor and other reporting and communications materials as required, including the annual report.
- Build and strengthen strategic relationships and partnerships with think tanks, international organisations, non-government organistions and others to advance cutting-edge rule of law, justice, security and human rights-related MEL approaches, tools and learning for the Global Programme and more widely.
- Serve as the focal point for internal/external assessments and evaluations of the Global Programme.
- Strengthen relationships with and draw on expertise and resources within other UNDP teams, such as the Effectiveness Team, to advance innovative learning approaches in line with UNDPs organisational commitment to enhancing its capacity for continuous learning and impact measurement.
- Support the ROLSHR team with other tasks related to the implementation of the Global Programme as needed.

IV. COMPETENCIES AND SELECTION CRITERIA	Description of Competency at Level Required (For more comprehensive descriptions please see the competency inventory)
In this section list **all** core competencies as well as the most relevant technical/functional competencies the role will require along with the appropriate level. A Detailed list of competencies can be accessed through the following link: https://intranet.undp.org/unit/ohr/competency-framework/SitePages/Home.aspx	

Core	
Innovation *Ability to make new and useful ideas work*	Level 4: Adept with complex concepts and challenges convention purposefully
Leadership *Ability to persuade others to follow*	Level 4: Generates commitment, excitement and excellence in others
People Management	Level 4: Models independent thinking and action

Ability to improve performance and satisfaction	
Communication *Ability to listen, adapt, persuade and transform*	Level 4: Synthesizes information to communicate independent analysis
Delivery *Ability to get things done while exercising good judgement*	Level 4: Meets goals and quality criteria for delivery of products or services
Technical/Functional	Detailed list of competencies can be accessed through https://intranet.undp.org/unit/ohr/competency-framework/SitePages/Home.aspx and hiring managers are encouraged to familiarize themselves for more information
Rule of Law, Justice and Security *Knowledge of Rule of law, Justice and Citizen Security concepts and principles and ability to apply to strategic and/or practical situations*	Level 4: Apply & Adapt: Contributes skills and knowledge with demonstrated ability to advance innovation and continuous improvement, in professional area of expertise
Human Rights *Knowledge of international Human Rights standards and principles and the ability to apply to strategic and/or practical situations*	Level 4: Apply & Adapt: Contributes skills and knowledge with demonstrated ability to advance innovation and continuous improvement, in professional area of expertise
Sustainable Development Goals *Knowledge of the Sustainable Development Goals and the ability to apply to strategic and/or practical situations.*	Level 4: Apply & Adapt: Contributes skills and knowledge with demonstrated ability to advance innovation and continuous improvement, in professional area of expertise
Substantive Networking *Ability to substantively engage and foster networks with academia, research*	Level 4: Apply & Adapt: Contributes skills and knowledge with demonstrated ability to advance innovation and continuous improvement, in professional area of expertise

institutions, and think tanks.	
Collaboration & Partnerships *Ability to develop, maintain, and strengthen partnerships with others inside (Programmes/projects) or outside the organization who can provide information, assistance, and support. Sets overall direction for the formation and management of strategic relationships contributing to the overall positioning of UNDP.*	Level 4: Apply & Adapt: Contributes skills and knowledge with demonstrated ability to advance innovation and continuous improvement, in professional area of expertise

V. Recruitment Qualifications	
Education:	• A Master's degree in international development, law, international affairs, political science, project management, development economics, or other relevant field.
Experience:	• A minimum of 5 years' experience related to MEL in an international development and/or human rights context, including demonstrated experience in leading the design and implementation of MEL plans. • Experience in designing and implementing MEL systems, including indicator selection and theories of change specifically in the areas of rule of law, justice, security and human rights. • Knowledge of research, evaluation and learning methods, including qualitative, quantitative, mixed-methods, and impact data collection and analysis for informing learning and programmatic decision-making. • Knowledge of current trends, best practices and innovative approaches for MEL in the fields of development and /or rule of law, justice, security and human rights. • Experience in developing and implementing user-friendly practical MEL guidance and tools for use in a range of development contexts, including contexts facing geographical, resource and/or security constraints. • Excellent writing, communication, and presentation skills
Language Requirements:	• Fluency in English both written and oral. • Knowledge of another UN official working language is an asset

Other:	Describe any additional qualifications:
	- Desirable: Experience with complexity-aware monitoring and adaptive management models. - Desirable: Experience in capacity building, mentorship or training for MEL - Desirable: Substantial experience and track record in monitoring complex projects and multi-country programme implementation.

f.   MEL Officer (P2)

I. Position Information	
Job Title: Monitoring, Evaluation and Learning (MEL) Officer, Rule of Law, Justice, Security and Human Rights	Grade Level: P2
	Duty Station: TBC
Position Number:	Family Duty Station as of Date of Issuance:
Department: Crisis Bureau	Date of Issuance:
Reports to: Global Programme - Programme Manager	Closing Date:
	Duration and Type of Assignment:
Position Status: Choose an item	
Job Family: Yes	

II. JOB PURPOSE AND ORGANIZATIONAL CONTEXT

UNDP is the knowledge frontier organization for sustainable development in the UN Development System and serves as the integrator for collective action to realize the Sustainable Development Goals (SDGs). UNDP's policy work carried out at headquarters, regional and country office-levels, forms a contiguous spectrum of deep local knowledge to cutting-edge global perspectives and advocacy. In this context, UNDP invests in the Global Policy Network (GPN), a network of field-based and global technical expertise across a wide range of knowledge domains and in support of the signature solutions and organizational capabilities envisioned in UNDP's 2022-2025 Strategic Plan. The vision of the GPN is to become the cutting-edge provider of timely development advice; providing support to UNDP country offices and programmes in an integrated and coherent manner. The GPN draws on expertise globally to provide more effective responses to the complex development challenges countries face in achieving the Sustainable Development Goals (SDGs) and responding to crisis in an integrated and coherent manner.

Within the GPN, the Crisis Bureau has the responsibility for support to prevention, crisis response, resilience and recovery work under the auspices of UNDP's Strategic Plan. Part of the Crisis Bureau, the Rule of Law, Justice, Security and Human Rights (ROLSHR) team is responsible for practice and policy development in the areas of rule of law, justice, security, and human rights as they relate to crisis prevention, response and recovery in conflict and disaster settings through the implementation of the Global Programme on Strengthening the Rule of Law and Human Rights for Sustaining Peace and Fostering Development (the Global Programme). The Global Programme is widely recognized for its ability to mobilize funds, provide technical and strategic expertise, and collaborate and coordinate across UN entities to enable more holistic, coherent and comprehensive responses to rule of law, justice, security and human rights challenges. It provides tailored, context-specific technical, financial and strategic support to contexts across the development spectrum. Phase III of the Global Programme concludes in December 2020.

Phase IV of the renamed *Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development* builds on experience, lessons and achievements during Phase III and is guided by and aligned to UNDP's 2022-2025 Strategic Plan. In Phase IV, the Global Programme is committed to strengthening the quality, impact and reporting of UNDPs rule of law and human rights programming

through an investment in building systems and capacities for improved monitoring, evaluation and learning (MEL). This focus complements UNDPs organisational commitment towards greater impact measurement and continuous learning and adaptation. A dedicated Monitoring, Evaluation and Learning (MEL) & Innovation Unit will be established through the Global Programme to support strengthened results-based management systems, including the development and piloting of MEL tools and templates and learning and knowledge exchange mechanisms. The unit will contribute to building a constructive learning environment at all levels. It will support the Rule of Law, Security and Human Rights (ROLSHR) team, UNDP country offices, regional hubs and partners to develop and apply the tools, knowledge and capacities needed for a systematic approach to evidence-based learning and knowledge creation and exchange. It will leverage existing and new mechanisms, such as the GPN's Communities of Practice, to ensure learning and knowledge is captured, regularly shared and purposefully informs day-to-day programming, UNDPs broader organisation-wide learning, and global policy discussions and developments on matters of ROLSHR and development.

The Global Programme's MEL and Innovation Unit will include the MEL Specialist, the MEL Officer, and the Strategic Reporting and Learning Programme Analyst who will work together to develop and lead the programme's overall approach and activities for MEL, programme reporting, communications, and knowledge management. The MEL Officer reports to the Programme Manager. She/he will support the development and implementation of the Global Programme's MEL strategy and learning agenda, including the piloting of ROLSHR-related MEL tools and guidelines for use at the country, regional and headquarters levels, with the support of and in close collaboration with the MEL Specialist and Strategic Reporting and Learning Programme Analyst.

Under the supervision of the Programme Manager, the MEL Officer will be responsible for the following:

1) Support the development and implementation of a comprehensive and dynamic monitoring, evaluation and learning (MEL) strategy, including a learning agenda, for the Global Programme.

2) Support the implementation of a standardised MEL system, including tools and guidelines, that enables evidence-based, innovative and quality programming with appropriate baselines, targets and indicators that are tailored to each individual context in which the Global Programme operates.

3) Ensure the Global Programme's thought leadership and global and regional level policy contributions on rule of law, justice, security and human rights are informed by high-quality analytics, learning and robust knowledge management.

III. DUTIES AND RESPONSIBILITIES

1) Support the development and implementation of a comprehensive and dynamic monitoring, evaluation and learning (MEL) strategy, including a learning agenda, for the Global Programme.

- Support the MEL Specialist in designing, through a participatory approach, the Global Programme's MEL strategy, annual MEL workplan and annual learning agenda in line with the Phase IV project document, theory of change and results

framework, ensuring arrangements comply with UNDP corporate and donor requirements. Stakeholders to be consulted will include, for example, the ROLSHR team, UNDP's Effectiveness Group, and existing MEL partners.

- Support the MEL Specialist in conducting the regular strategic review (annually) of the Global Programme's theory of change, assumptions and results framework, and adapt them as required based on programme learning.
- Support the integration and mainstreaming of a learning-focused approach to MEL across the Global Programme and within the ROLSHR team, in support of UNDPs commitment in the 2022-2025 Strategic Plan to continuous learning and impact measurement across the organisation.
- Support and input into corporate reporting processes such as the Integrated Results and Resources Framework and Quality Assurance Standards.

2) Support to the implementation of a standardised MEL system, including tools and guidelines, that supports evidence-based, innovative and quality programming with appropriate baselines, targets and indicators that are tailored to each individual context in which the Global Programme operates.

- Work with the MEL Specialist to develop new and/or adapt existing MEL guidelines, tools, mechanisms and templates to support the Global Programme and country offices and regional hubs in implementing the MEL system. This will include developing a template or 'index' of standard lower-level indicators related to each of the Global Programme's output that can be customised for use at the country and regional levels.
- Provide technical support to country offices regarding the development, implementation and improvement of of monitoring activities and data collection tools that are context-relevant and able to capture the necessary data to report on project and programme results.
- Provide capacity-building for the ROLSHR team and relevant country office staff in MEL approaches, data collection tools and good practices for use in rule of law, justice, security and human rights programming.
- Support the ROLSHR team to ensure programme learnings are identified, applied and supported activities adapted as needed for innovative and effective programming at the country and regional levels.
- Contribute to the preparation of regular high-quality MEL reports for the Global Programme senior management including successes, data analysis, progress towards results etc.

3) Ensure the Global Programme's thought leadership and global and regional level policy contributions on rule of law, justice, security and human rights are informed by high-quality analytics and learning.

- Identify lessons learned and good practices from Global Programme-supported interventions and support the development of products that capture the experiences and learnings from country office for wide dissemination.
- Provide substantive inputs, informed by high-quality analysis and learning from programme interventions, to UNDP and Global Programme-led regional and global policy discussions and document development.
- Contribute MEL findings to Global Programme knowledge products.
- Contribute MEL findings to Global Programme donor and other reporting and communications materials as required, including the annual report.
- Participate in lesson-learning and knowledge exchanges within UNDP and with external partners to advance innovative MEL approaches and tools for rule of law, justice, security and human rights programming.

- Support the ROLSHR team with other tasks related to the implementation of the Global Programme as needed.

IV. COMPETENCIES AND SELECTION CRITERIA	Description of Competency at Level Required (For more comprehensive descriptions please see the competency inventory)
In this section list **all** core competencies as well as the most relevant technical/functional competencies the role will require along with the appropriate level. A Detailed list of competencies can be accessed through the following link: https://intranet.undp.org/unit/ohr/competency-framework/SitePages/Home.aspx	
Core	
Innovation *Ability to make new and useful ideas work*	Level 4: Adept with complex concepts and challenges convention purposefully
Leadership *Ability to persuade others to follow*	Level 4: Generates commitment, excitement and excellence in others
People Management *Ability to improve performance and satisfaction*	Level 4: Models independent thinking and action
Communication *Ability to listen, adapt, persuade and transform*	Level 4: Synthesizes information to communicate independent analysis
Delivery *Ability to get things done while exercising good judgement*	Level 4: Meets goals and quality criteria for delivery of products or services
Technical/Functional	Detailed list of competencies can be accessed through https://intranet.undp.org/unit/ohr/competency-framework/SitePages/Home.aspx and hiring managers are encouraged to familiarize themselves for more information
Rule of Law, Justice Security and human rights *Knowledge of Rule of law, Justice and Citizen Security concepts and principles and ability to apply to strategic and/or practical situations*	Level 4: Apply & Adapt: Contributes skills and knowledge with demonstrated ability to advance innovation and continuous improvement, in professional area of expertise

Digital Communications *Ability to use digital communication tools to disseminate key messages in innovative formats*	Level 4: Apply & Adapt: Contributes skills and knowledge with demonstrated ability to advance innovation and continuous improvement, in professional area of expertise
Knowledge Management *Ability to capture, develop, share and effectively use information and knowledgethe ability to apply to strategic and/or practical situations.*	Level 4: Apply & Adapt: Contributes skills and knowledge with demonstrated ability to advance innovation and continuous improvement, in professional area of expertise
Substantive Networking *Ability to substantively engage and foster networks with academia, research institutions, and think tanks.*	Level 4: Apply & Adapt: Contributes skills and knowledge with demonstrated ability to advance innovation and continuous improvement, in professional area of expertise
Collaboration & Partnerships *Ability to develop, maintain, and strengthen partnerships with others inside (Programmes/projects) or outside the organization who can provide information, assistance, and support.*	Level 4: Apply & Adapt: Contributes skills and knowledge with demonstrated ability to advance innovation and continuous improvement, in professional area of expertise

V. Recruitment Qualifications	
Education:	• A Master's degree, or equivalent, in international development, law, international affairs, political science, project management, development economics, or other relevant field.
Experience:	• A minimum of 2 years experience related to MEL in an international development and/or human rights context, including experience with indicator selection, data collection, analysis and reporting. • Experience working in fragile, conflict or crisis-affected contexts is an asset.

	• Experience in rule of law, justice, security and human rights programming is an asset. • Experience designing and/or implementing qualitative, quantitative, mixed-methods, and impact data collection tools. • Familiarity with innovative and user-friendly MEL methods that can be effective in a range of development contexts, including contexts facing geographical, resource and/or security constraints • Excellent writing, communication, and presentation skills
Language Requirements:	• Fluency in English both written and oral. • Knowledge of another UN official working language is an asset
Other:	Describe any additional qualifications: • Desirable: Knowledge of complexity-aware monitoring and adaptive management models. • Desirable: Experience in capacity building, facilitation or training for MEL • Desirable: Experience in monitoring complex projects and multi-country programme implementation.

ANNEX V: DRAFT METHODOLOGICAL NOTE

Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development
Phase IV (2021-2025)

Methodological Note to Accompany Phase IV Results Framework

Table of contents

I.   Introduction

General structure

1. This methodological note provides details on the process of measuring and reporting on progress towards the targets set in the results framework for the Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development, Phase IV (2022-2025).

2. The note offers detailed technical explanations and metadata guidance on the purpose and structure of each indicator, including data sources, related risks and limitations, Global Programme-specific definitions, and other guidance on how the data should be read and interpreted as needed.

3. The Phase IV results framework consists of two programme outcomes and six interlinked outputs, all with related indicators. It also includes four indicators specifically related to operational effectiveness. The number of indicators has increased from Phase III, reflecting UNDP's commitment to improved impact measurement (UNDP Strategic Plan 2022-2025, 14). The results framework also aims to capture the full scope of the Global Programme's work. This includes not only its country-level support, but also its emphasis on programmatic learning, research and policy development.

4. The Phase IV reporting structure seeks to address attribution concerns raised in Phase III where efforts and/or actual effects of Global Programme-supported interventions were not always clearly distinguishable from those of broader UNDP interventions. Indicators in the results framework should therefore be read as referencing only those contexts and/or activities that directly receive Global Programme support, including technical, strategic and/or financial assistance. In other words, only country offices that contribute to a specific Phase IV output through their Global Programme-supported interventions will report progress against indicators and set annual targets. This allows Phase IV reporting to clearly separate between those results that are at least contributed to by the Global Programme, and those results achieved without any Global Programme support.

5. Indicators 1.1, 1.2, 1.3, 1.6, 2.2, 2.3, 2.4, 3.1, 4.1 and 4.2 focus on calculating the *proportion* of Global Programme-supported contexts where efforts were not only made to advance specific targets within the Phase IV results framework, but where the related context-specific targets were achieved or exceeded. The denominator value for each of these so-called 'proportional' indicators will be all country offices that receive Global Programme support to undertake efforts towards the specific indicator. The numerator value is the total number of country offices that meet or exceed their context-specific target.

6. This proportional approach will strengthen the comparability of related aggregate numerical values, which was an identified weakness in Phase III (where results only reflected the total number of country offices where efforts were undertaken, without differentiating between the level of achievement or progress).

7. The Phase IV results framework will be reviewed annually by the MEL and Innovation Unit to ensure it remains fit for purpose for measuring progress, effectiveness and impact of Global Programme activities and support. Any necessary adjustments or changes to the results framework will be approved by the Project Board and shared with the partners advisory group.

Measurement of 'proportional' indicators

8. For proportional indicators, country offices will provide progress data directly to the Global Programme. The Global Programme's Monitoring, Evaluation and Learning (MEL) and Innovation Unit will use that context-specific data to calculate Phase IV aggregate level values.

9. In other words, country office reporting is not concerned with reporting on the 'proportion of contexts' at the global scale, but reporting on performance against the core issue at hand within the given context. For example, for indicator 2.3 ("Proportion of contexts where

GP support has improved capacities of justice and security institutions for oversight and accountability"), the country office reporting will focus on progress against set customized targets regarding improvement of relevant institutional capacities in the specific context.

10. For proportional indicators, measuring performance ("capacity strengthened", "solutions introduced or strengthened" etc.) depends on the design of context-specific results and related yearly targets. In year 1 of Phase IV, the Global Programme's MEL and Innovation Unit will develop a template of standard generic indicator-specific target statements for each of the proportional indicators. Country offices can then use this template to develop their own context-specific targets. These targets will be defined and reported against in line with the pipeline funding process detailed in the Phase IV project document.

11. Country-specific targets for intended results ("capacity strengthened" etc.) will differ from context to context, and might even follow a different logic (quantitative and/or qualitative targets). The smallest common denominator that is used to identify country-specific progress data that can be aggregated at global level, is the country-specific judgment on whether the set goals against the specific indicator have been achieved or not.

12. Country offices that receive pipeline funding will therefore be required to refer to the traffic light three-step logic (green, orange, red) in attributing a country-specific aggregate rating, per indicator. Green stands for "target fully reached or exceeded" (highly satisfactory or excellent performance); orange means "more or less satisfactory and on track but specific target not reached" (moderately satisfactory performance); and red means that there has been limited or no progress.

Population of the Phase IV Results Framework

13. *Data sources for indicators*: Data collection for outcome-level indicators relies on either corporate data sources from the IRRF, or international published data sources. At the output level, a number of indicators are based on IRRF indicators. Other indicators, such as 5.1-5.3, are new for Phase IV, reflecting the change in programmatic approach from Phase III (see above). Finally, some indicators are adaptations from the Phase III results framework, for example indicators 2.4, 3.2, 3.3. Additional guidance for the measurement of corporate-related indicators is provided in the UNDP IRRF methodological note (forthcoming).

14. *Setting of baselines, annual milestones/yearly targets and final targets at outcome and output level*: A baseline was provided for all indicators which pre-existed (from Phase III). For newly designed indicators for which no previous data exists and the baseline could not be set as zero, the first annual reporting exercise (for 2022) will also serve as the first data point. Baselines for UNDP corporate indicators will be taken from the final UNDP IRRF (forthcoming). In cases where indicators are closely related to Phase III indicators, 2021 progress data will be used for calculating Phase IV baseline values. This data is expected to be available by May 2022, in line with corporate reporting requirements.

15. *Data collection for UNDP-corporate indicators*: Indicators that mirror UNDP IRRF indicators rely on data from UNDP country offices and will use the same data used for corporate reporting purposes, through and as provided by, the online corporate planning system. Related corporate definitions and metadata guidance apply as per the UNDP IRRF methodological note. In addition, country offices that receive pipeline funding have an additional reporting component in the form of both an interim and final report, where they will report against the customised indicators drawn from the template of indicators discussed in paragraph 8 of this note. The reporting will also include narrative updates regarding progress and results.

16. *Data collection for Phase IV-specific indicators*: Indicators under outputs 5, 6 and operational effectiveness will rely on data gathered by the Global Programme's MEL and Innovation Unit. In year 1, the unit will establish a reporting system and tools to enable the collection of accurate and timely data. Data collection methods will include both qualitative and quantitative tools.

17. *Frequency of reporting*: Phase IV global reporting exercises will take place on a yearly basis. All output indicators are to be reported against annually. The frequency of reporting for outcome level indicators will depend on the availability of data. Indicators not applicable in a given programme context for any given year will be flagged as such (i.e. marked as 'not applicable') rather than be spared from reporting. This will ensure that headquarters will know whether every indicator applicable in terms of the design of the project implementation features of every single country, has been covered since it was effectively reported against. Country offices will be required to provide six-month interim narrative and financial reports detailing progress towards targets.

18. *Missing baselines*: If no valid baseline exists, it will be assumed to be equal to the first actual result reported. If no actual was reported the baseline is assumed to be equal to the first annual progress value reported. Exceptions to this assumption will be made only if these were new results in which case the baseline can be set at zero.

19. *Missing milestones or targets*: For countries reporting results for proportional indicators where country-level milestones/expected values are missing for the year of reporting, the reported data will by default be assumed not to have matched expectations for that year. This will apply as of annual reporting by end 2023/early 2024 on performance in the year 2023 for indicators where 2022 data serves the dual purpose of baseline and first data point of performance. For indicators that have a valid baseline already, this might apply as early as the first year of implementation, i.e., 2022). For purely quantitative indicators, missing milestones do not affect the country-level reporting, since the aggregation of the global result is independent from whether or not country-level milestones existed and/or were met, or not.

II.   Phase IV Results Framework & Related Metadata

a) Programme outcome indicators

	Project Title and Atlas Project Number: The Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development, Phase IV (2022-2025)		
	Programme Outcome 1: Inclusive, people-centred systems that provide quality justice and security services and uphold and protect human rights are trusted and accessible, especially in contexts affected by crisis, conflict or fragility		
Programme Outcome 1 Indicators		*Baseline*	*Targets*
1.1	Global Programme (GP)-supported contexts' average World Justice Project, Rule of Law Index score; and 1.1.1. Ibrahim Index of African Governance (IIAG) (for African countries, only)	*t.b.d*[274]	*t.b.d.*
	Source: The World Justice Project Rule of Law Index at https://worldjusticeproject.org/our-work/research-and-data/wjp-rule-law-index-2020. The Rule of Law Index only covers 128 countries and jurisdictions. It does not include some African contexts that may receive GP support. A sub-indicator specifically for African countries has been added to address this gap. Source: Ibrahim Index on African Governance; https://iiag.online/. **GP definitions**: *GP support* and *GP-supported* refer to the provision of tailored, context specific assistance provided through the Global Programme and may include, but is not limited to, pipeline or non-pipeline funding, technical and strategic expertise and advice provided by ROLJSHR staff or consultants, or the mobilization of agile capacities. For further details see the Phase IV project document at Section 2.5 Theory of Action: How the Global Programme Enables Change.		
1.2	Number of victims of intentional homicide per 100,000 population, by sex and age	*t.b.d*[275]	*t.b.d.*
	Source: Corporate data, see IRRF Development Outcome 3, Outcome Indicator 5. See UNDP IRRF methodological note for further details.		
1.3	Number of strategic partnerships for advancing programming and policy objectives implemented with: i. UN entities; ii. International Financial Institutions; iii. Private sector; iv. Civil society organisations; v. Multi-stakeholders or intergovernmental organisations	*t.b.d*[276]	*t.b.d.*
	Source: Corporate data, see IRRF Organisational Enablers Output 1.4, Indicator 1.4.1. See UNDP IRRF methodological note for further details.		

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[274] Baseline value and target to be added by 31 December 2021. WJP Rule of Law Index 2021 will be launched on 14 October 2021. The IIAG is expected to be launched in mid-November 2021.

[275] Baseline value and target to be added based on the 2022-2025 UNDP Strategic Plan IRRF (forthcoming).

[276] Baseline value and target to be added by 31 December 2021 based on GP 2021 reporting.

		Baseline	Targets
	GP definitions: *Strategic partnerships* refers to any formal agreement for cooperation entered into by the Global Programme with another entity. This could include, for example, an MOU, a partnership agreement, or email exchange detailing the arrangements for partnering on a specific project or thematic area of work. *Multi-stakeholder partnership* refers to a partnership that brings together a range of different actors such as civil society, governments, international bodies, media, and academic or research institutions. *Civil society organisations* may include, but are not limited to, faith-based organisations, regional and international non-government organisations, academia, think tanks and research institutions, professional associations.		
1.4	GP-supported contexts' average NHRI accreditation status	*t.b.d*[277]	*t.b.d.*
	Source: OHCHR, Chart of the Status of National Institutions Accredited by the Global Alliance of NHRIs at https://www.ohchr.org/en/countries/nhri/pages/nhrimain.aspx. **Additional explanation**: National Human Rights Institutions (NHRIs) are periodically accredited before the Sub-Committee on Accreditation (SCA) of the Global Alliance of NHRIs (GANHRI). NHRIs are evaluated with reference to the UN Paris Principles. Accreditation statuses are: A, B or no status. As of 3 August 2021, 67% of reviewed institutions globally had "A" status. Accreditation reviews do not occur annually, meaning that the dataset of reference countries will fluctuate in terms of the yearly total number and composition. Therefore, measurement of this indicator will be done only at the end of the Phase IV cycle (2025). **Risks**: An NHRI's accreditation status could remain the same or drop due to context changes beyond its control, such as political, legislative or budget changes. The Global Programme does not support all NHRIs globally. Support to NHRIs is led by OHCHR.		

Programme Outcome 2: Regional and global level policy on rule of law, justice, security & human rights is evidence-based, affirms a development perspective, and informs high-quality programming

Programme Outcome 2 Indicators		**Baseline**	**Targets**
2.1	2.1 Average score of Programme Quality Index for GP-funded contexts	*t.b.d*[278]	*t.b.d.*
	Source: Corporate data, see IRRF Organisational Enablers, Result 1.1, Indicator 1.1.1. See UNDP IRRF methodological note for further details.		
2.2	2.2 GPN/Express One Roster deployments to GP-supported contexts: (a) Number of: i. UNDP staff; ii. Consultants, iii. UNVs; iv. Stand by Partner experts (all by gender); (b) Volume of deployments (in USD)	*t.b.d*[279]	*t.b.d.*
	Source: Corporate data, see IRRF Organisational Enablers, Result 6.3, Indicator 6.3.2. See UNDP IRRF methodological note for further details. **Disaggregation**: Disaggregate by sex where applicable. **Additional explanation**: This is a proxy indicator for the Global Programme's agile capacities and responsiveness to requests for the rapid provision of high-quality technical and strategic expertise, particularly in contexts experiencing conflict, crisis and/or fragility. Deployments		

[277] Baseline value and target to be added by 31 December 2021 based on GP 2021 reporting

[278] Baseline value and target to be added based on the 2022-2025 UNDP Strategic Plan IRRF (forthcoming).

[279] Baseline value and targets to be added by 31 December 2021 based on GP 2021 reporting.

	may be cross-cutting, supporting several outputs within the results framework. Deployments may include UNDP staff missions (both virtual and in-person) and detailed assignments, including to HQ for the purposes of supporting Phase IV delivery.		
2.3	2.3 Number of GP-supported impact, country programme, thematic and outcome reviews, assessments and evaluations	*t.b.d*[280]	*t.b.d.*
	Source: Corporate data, see IRRF Organisational Enablers, Result 7.1, Indicator 7.1.1. See UNDP IRRF methodological note for further details.		
2.4	2.4 Number of (a) GP contexts, and (b) number of people, using digital ROLSHR-related technologies and services introduced and/or operated due to GP support	*[2022 value]*	*t.b.d.*
	Source: Corporate data, see IRRF Enabler E.1, Indicator E1.3. See UNDP IRRF methodological note for further details. **Disaggregation**: Disaggregate by sex. Further disaggregation should be done where possible, including Urban/Rural, Age, Employment status, Persons with disabilities, Internally displaced populations, refugees.		

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[280] Baseline value and targets to be added by 31 December 2021 based on GP 2021 reporting.

b) Programme output indicators

Programme Outcome 1: Inclusive, people-centred systems that provide quality justice and security services and uphold and protect human rights are trusted and accessible, especially in contexts affected by crisis, conflict or fragility						
Output 1: Legal frameworks and underlying norms and practice are more inclusive and non-discriminatory and people have greater agency and opportunities to know and claim their rights, solve disputes and seek redress for rights violations						
OUTPUT INDICATORS	*BASELINE*		*ANNUAL MILESTONES & FINAL TARGET*			
	Value	*Year*	*2022*	*2023*	*2024*	*2025*
1.1 Proportion of contexts where GP support strengthened legal and/or policy strategies or frameworks to expand civic space	See IRRF indicator 2.2.2[281]	2021	t.b.d.	t.b.d.	t.b.d.	t.b.d.
Source: Corporate data, see IRRF Output 2.2, Indicator 2.2.2. See UNDP IRRF methodological note for further details.						
1.2 Proportion of contexts where GP-supported human rights institutions, systems or stakeholders strengthened capacities to support the fulfilment of nationally and internationally ratified human rights obligations	See IRRF indicator 2.2.1	2021	t.b.d.	t.b.d.	t.b.d.	t.b.d.
Source: Corporate data, see IRRF Output Indicator 2.2.1. See UNDP IRRF methodological note for further details.						
1.3 Proportion of contexts in which GP support provided to constitution making processes by introducing or supporting at least one mechanism for civic engagement	See IRRF indicator 2.4.1	2021	t.b.d.	t.b.d.	t.b.d.	t.b.d.
Source: Corporate data, IRRF Output Indicator 2.4.1. See UNDP IRRF methodological note for further details.						
1.4 Number of people supported through GP interventions in GP-supported contexts, who have access to justice through a formal or informal dispute resolution mechanism	See IRRF Indicator 2.2.3	2021	>2021	>2022	>2023	>2024
Source: Corporate data, IRRF Output Indicator 2.2.3. See UNDP IRRF methodological note for further details. **Disaggregation**: Data to be disaggregated by sex **GP definitions**: This indicator includes both civil and criminal justice issues. *Formal mechanisms* refer to state-administered mechanisms that derive their structure and power from law, policies and regulations made by the government.						

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[281] For output indicators 1.1, 1.2 and 1.3, baseline and targets to be set once UNDP corporate baseline information has been announced. Corporate data is expected to be available before December 2021. Baseline values will rely on the pre-defined list of GP-supported contexts under the Global Programme's Phase III. In Phase IV, there will no longer be a pre-defined set of priority countries, therefore supported contexts may differ from those in 2021 (see the Phase IV project document for more details).

Informal mechanisms refer to those that exercise some form of non-state authority in providing access to justice and may include traditional, customary, religious or other community-based mechanisms.						
1.5 Number of contexts with GP-funded access to justice programmes or projects introduced or supported	24	2020	28	30	32	35
Source: GP reporting. Baseline data is drawn from Phase III indicator 5.3: "Number of contexts with active access to justice and/or legal aid programmes in place at the community level". **GP definitions**: *GP-funded* refers to projects that directly receive GP pipeline funding. *Access to justice programmes or projects* include, but are not limited to, those related to legal empowerment, legal aid, legal awareness raising, alternative dispute resolution, transitional justice mechanisms.						
1.6 Proportion of contexts where GP support has contributed to the establishment and/or strengthening of justice & security mechanisms, processes and frameworks to prevent, respond to, and address SGBV/CRSV	[2022 value]	2022	Baseline (BL)	BL +2 percentage (p.c.) points	BL +4 p.c. points	BL +6 p.c. points
Source: GP reporting. **GP definitions**: This indicator measures formal mechanisms, processes and frameworks, understood to mean those that state-administered and derive their structure and power from law, policies and regulations made by the government. *Gender-based violence* refers to violence that is directed against a woman because she is a woman or that affects women disproportionately. This includes acts that inflict physical, mental or sexual harm or suffering, the threat of such acts, coercion and other deprivations of liberty. *Sexual violence* includes rape, attempted rape and marital rape, child sexual abuse, defilement and incest, attempted and forced sodomy/anal rape, sexual abuse, sexual exploitation, forced prostitution, sexual harassment, and sexual violence as a weapon of war and torture. See UNDP Gender and Recovery Toolkit: Introduction and Tip Sheets, 2019 at https://www.undp.org/sites/g/files/zskgke326/files/publications/undp-bpps-gender-UNDP_Gender_and_Recovery_Toolkit.pdf. *Conflict-related sexual violence (CRSV)* refers to rape, sexual slavery, forced prostitution, forced pregnancy, forced abortion, enforced sterilization, forced marriage, trafficking in persons when committed in situations of conflict for the purpose of sexual violence/exploitation and any other form of sexual violence of comparable gravity perpetrated against women, men, girls or boys that is directly or indirectly linked to a conflict (see https://www.un.org/sexualviolenceinconflict/wp-content/uploads/2020/07/report/conflict-related-sexual-violence-report-of-the-united-nations-secretary-general/2019-SG-Report.pdf).						

Output 2: Mechanisms to hold duty bearers and power holders to account in order to ensure the rule of law and promotion and protection of human rights are in place and actively used						
OUTPUT INDICATORS	*BASELINE*		*ANNUAL MILESTONES & FINAL TARGET*			
	Value	*Year*	*2022*	*2023*	*2024*	*2025*
2.1 Number of contexts in which GP support has contributed to: (a) implementation of UPR recommendations (b) closer integration between human rights and SDG systems	(a) [2022 value] (b) 7	(a) 2022 (b) 2020	(a) BL (b) >2020	>2022 (a) & (b)	>2023 (a) & (b)	>2024 (a) & (b)
Source: GP reporting. The source for the baseline value (b) is the global pilot project jointly designed and implemented by the Global Programme Phase III and OHCHR.						
2.2 Proportion of contexts where GP-supported private sector institutions, systems, or stakeholders (including publicly owned companies) have strengthened capacities to support fulfilment of nationally and internationally ratified human rights obligations	See IRRF Indicator 2.2.1[282]	2021	t.b.d	t.b.d.	t.b.d.	t.b.d.
Source: Corporate data, see IRRF Output Indicator 2.2.1. See UNDP IRRF methodological note for further details.						
2.3 Proportion of contexts where GP support has improved capacities of justice and security institutions for oversight and accountability	[2022 value]	2022	BL	BL +5 p.c. points	BL +10 p.c. points	BL +15 p.c. points
Source: GP reporting. The baseline is the 2022 value. **GP definitions**: *"Justice and security institutions"* refer to formal/state-administered institutions that provide justice and security services. *Improved capacities* may result from infrastructure, skills and resource support that enables institutions to improve their abilities, systems, procedures, and policies to ensure oversight and accountability. This may include strengthened governance and legal structure; financial management, planning, internal control and HR systems; program management, strategic planning and technology improvements. Organisational capacity assessment tools potential methods for assessing organisational capacity and planning organisational capacity development initiatives. These tools can also be used for M&E purposes (Cf. UNDP Cap.Dev. Primer (2015)": https://www.undp.org/publications/capacity-development-undp-primer.						

[282] Baseline and targets to be set once UNDP corporate baseline information has been announced. Corporate data is expected to be available before December 2021. Baseline value will rely on the pre-defined list GP-supported contexts under the Global Programme's Phase III. In Phase IV, there will no longer be a pre-defined set of priority countries, therefore supported contexts may differ from those in 2021 (see the Phase IV project document for more details).

2.4 Proportion of contexts with GP-introduced or strengthened people-centred and gender-sensitive transitional justice solutions	[2022 value]	2022	BL	>2022	>2023	>2024

Source: GP reporting.
GP definitions: *Transitional justice solutions* refers to truth-seeking and truth-telling initiatives; reparations programs; memorialization processes; criminal prosecutions; constitutional, education, economic, justice, and security sector reforms; and other approaches depending on the context.

Output 3: Justice and security systems are service-oriented and better able to protect human rights and respond to people's justice and security needs through high-quality performance

OUTPUT INDICATORS	*BASELINE*		*ANNUAL MILESTONES & FINAL TARGET*			
	Value	*Year*	*2022*	*2023*	*2024*	*2025*
3.1 Proportion of contexts where GP-support to rule of law and justice institutions, systems, or stakeholders has strengthened capacities to support fulfilment of nationally and internationally ratified human rights obligations	See IRRF indicator 2.2.1[283]	2021	t.b.d.	t.b.d.	t.b.d.	t.b.d.

Source: Corporate data, see IRRF Output Indicator 2.2.1.
See UNDP IRRF methodological note for further details.

3.2 Number of new or strengthened people-centred justice policies, services or innovative digital solutions developed with GP support	[2022 value]	2022	BL	BL+3	BL+6	BL+9

Source: GP reporting.
Baseline will be 2022 results.

3.3 Number of new or strengthened people-centred security policies, services or innovative digital solutions developed with GP support	[2022 value]	2022	BL	BL+2	BL+4	BL+6

Source: GP reporting.
Baseline will be 2022 results.

3.4 Number of justice and security institutions with enhanced capacity to provide people-centred services, in line with human rights/gender/LNOB principles, through GP-supported interventions	[2022 value]	2022	BL	BL+5	BL+5	BL+5

Source: GP reporting.
Baseline will be 2022 results. Measurement is of new initiatives to enhance institutional capacity each year. Reporting is cumulative.
GP definitions: *Enhanced capacity* may result from infrastructure, skills and resource support that enables institutions to improve their abilities, systems, procedures, and policies to deliver people-centred services. This may include, for example, strengthened governance and legal structure, financial management and planning and internal control systems, human resources systems, program management and strategic planning and technology improvements. Organisational capacity assessment tools are an example of potential methods for assessing organisational capacity and planning organisational capacity development initiatives. These tools can also be used for M&E purposes. See also, UNDP, Capacity Development: A UNDP Primer (2015) available at: https://www.undp.org/publications/capacity-development-undp-primer.

3.5 Number of justice and security personnel with enhanced capacity to provide people-centred services, in line with human rights/gender/LNOB principles, through GP-supported interventions	[2022 value]	2022	BL	BL+5 p.c. points	BL+10p.c. points	BL+15p.c. points
Source: GP reporting Baseline will be 2022 results. **Disaggregation**: Data is to be disaggregated based on sex. If further disaggregated data on such categories as persons with disabilities, minorities, income, age, rural/urban etc. is available then additional categories are to also be included. **GP definitions**: *Enhanced capacity* is understood to refer to interventions that seek to develop the knowledge, attitude, and skills of personnel for enhancing their abilities to provide people-centred services, in line with human rights/gender/LNOB principles. Capacity interventions may include, but are not limited to, training (e.g. technical, management, and soft skills), scholarships and continuous education programmes, support to champions and change agents, coaching and mentoring programmes, and career management systems. See also, UNDP, Capacity Development: A UNDP Primer (2015) available at: https://www.undp.org/publications/capacity-development-undp-primer							
3.6 Number and percent of female representatives (disaggregated by staff category) in the justice, security and human rights institutions across GP-funded contexts.	[2022 value]	2022	BL	BL+2p.c. points	2023 value +5p.c. points	2024 value +5p.c. points
Source: GP reporting. This indicator builds upon Phase III, indicator 7.1. but expands to include human rights institutions. **Disaggregation**: Data to be disaggregated by staff category. If possible additional disaggregation to include proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distribution in line with SDG Indicator 16.7.1.							

[283] Baseline and targets to be set once UNDP corporate baseline information has been announced. Corporate data is expected to be available before December 2021. Baseline value will rely on the pre-defined list GP-supported contexts under the Global Programme's Phase III. In Phase IV, there will no longer be a pre-defined set of priority countries, therefore supported contexts may differ from those in 2021 (see the Phase IV project document for more details).

Output 4: Community security, safety, and resilience strengthened through people-centred strategies, processes and mechanisms						
OUTPUT INDICATORS	BASELINE		ANNUAL MILESTONES & FINAL TARGET			
	Value	Year	2022	2023	2024	2025
4.1 Proportion of contexts in which GP-supported local government, justice and security providers respond in a more holistic & people-centred way to community safety and security needs and grievances	[2022 value]	2022	BL	>2022	>2023	>2024
Source: GP reporting. This indicator builds upon Phase III, indicator 3.2. **GP definitions**: *Responses* refer to interventions that promote and enable relationship-building and partnerships between the public, local justice and security providers, and/or government officials to identify and cooperatively address community safety and security needs and grievances, for example community policing initiatives, justice and security dialogues, community/citizen security initiatives etc.						
4.2 *Proportion* of contexts where GP support introduced or strengthened gender-sensitive and people-centred evidence-based security strategies for reducing armed violence and/or controlling small arms at the community level	[2022 value]	2022	BL	>2022	>2023	>2024
Source: GP reporting This indicator builds upon Phase III indicator 3.1.						
4.3 Number of cross-border, regional, national, and sub-national policies, strategies, initiatives, action plans or mechanisms for conflict prevention and peacebuilding that include reintegration	[2022 value]	2022	BL	2022 value +2p.c. points	2023 value +5p.c. points	2024 value +5p.c. points
Source: Corporate data, see IRRF output indicator 3.2.1. See UNDP IRRF methodological note for further details						

4.4 Number of integrated programmes/projects in stabilization and/or triple nexus contexts that support people-centred community security and social cohesion and: (a) financial volume of support (in USD) (b) number of joint programmes/projects	t.b.d.[284]	2021	t.b.d. (a) t.b.d. (b) t.b.d.	t.b.d. (a) t.b.d. (b) t.b.d.	t.b.d. (a) t.b.d. (b) t.b.d.	t.b.d. (a) t.b.d. (b) t.b.d.
Source: GP reporting. **GP definitions**: *Stabilization and/or triple nexus contexts* refers to conflict and/or crisis-affected contexts where an integrated response, involving the humanitarian, development and peace sectors, is required to address people's immediate humanitarian needs and reduce risk and vulnerability by prioritizing prevention, addressing root causes of conflict and supporting progress towards sustainable peace and development.						

Programme Outcome 2: Regional and global level policy on rule of law, justice, security & human rights is evidence-based, affirms a development perspective, and informs high-quality programming						
Output 5: Strengthened Monitoring, Evaluation and Learning (MEL) systems support project/ programme design and implementation						
OUTPUT INDICATORS	*BASELINE*		*ANNUAL MILESTONES & FINAL TARGET*			
	Value	*Year*	*2022*	*2023*	*2024*	*2025*
5.1 Number of new methods (including tools, frameworks and processes) for GP-related monitoring, evaluation and learning adopted at: i. global; ii. regional; and iii. country level	0	2021	>2021	>2022	>2023	>2024
Source: Corporate data, see IRRF Organisational Enablers Result 7.1, indicator 7.1.2. See UNDP IRRF methodological note for further details						

[284] Baseline value and targets to be added by 31 December 2021 based on GP 2021 reporting.

5.2 Number of key UNDP global knowledge and learning products produced and disseminated by GP; in (a) English; and/or (b) other languages	0	2021	(a) 3 (b) 1	(a) 3 (total 6) (b) 3 (total 4)	(a) 3 (total 9) (b) 3 (total 7)	(a) 3 (total 12) (b) 3 (total 10)
Source: GP reporting. **GP definitions**: *Key UNDP global knowledge and learning products* refers to online and/or print materials that intend to advance knowledge sharing and learning related to ROLJSHR issues. This may include, for example, guidance notes, lessons learned reports, strategic learning documents, annual reports. *Other languages* refers to any language other than English and including non-official UN languages.						
5.3 Number of GP-led or GP-supported knowledge and learning-focused mechanisms (e.g. workshops, trainings, COPs, theory of change reflection sessions etc.) at i. global; ii. regional; and iii. country level	0	2021	>2021	>2022	>2023	>2024
Source: GP reporting. **GP definitions**: *Knowledge and learning-focused mechanisms* refers to initiatives that enable UNDP personnel to exchange knowledge and learning regarding ROLJSHR programming with a primary aim of improving UNDP programme quality and effectiveness. Initiatives may be internal (UNDP) only, for example MEL trainings, GP-related theory of change reflection sessions, community of practice events on specific thematic topics etc; or may include both UNDP personnel and external stakeholders, experts or partners who can contribute knowledge and experience that can inform UNDPs learning. Initiatives that primarily target national partners or stakeholders, such as trainings for police or government officials, are <u>not</u> included in this definition.						

Output 6: Sustained high-quality, evidence-informed analytics and learning contribute to shaping global and regional level policy discourse on rule of law, justice, security and human rights

OUTPUT INDICATORS	*BASELINE*		*ANNUAL MILESTONES & FINAL TARGET*			
	Value	*Year*	*2022*	*2023*	*2024*	*2025*
6.1 Number of key UN global learning and/or policy documents published referencing GP-specific evidence-based findings/knowledge/results	0	2021	5	7	9	12
Source: GP reporting. **Additional explanation**: The indicator is designed to identify new learnng and/or policy documents that have been published and that explicitly build upon and reference evidence generated through the GP's MEL processes. **GP definition:** Key UN global learning and/or policy documents refers to publicly available reports, guidelines, resolutions etc. published by the UN (including by UNDP). It does not include UNDP-internal reference materials. For example: https://www.undp.org/publications/justice-past-peace-and-inclusion-future-development-approach-transitional-justice **Risks**: The process of designing, drafting and publishing (in hard copy and/or online) documents often spans across multiple years. Publication dates can be at the beginning of the year whereas the evidence referenced may have been produced in previous years. There can be several publication dates (analogue/printed version vs. online content, potentially also for different versions; in different languages and/or formats as in extended, concise/executive version, full report vs. pamphlet; etc.). The MEL and Innovation Unit will develop guidelines on how this is to be reported on.						

6.2 Stakeholders' general perception of GP analytics and policy work in terms of: (a) quantity/frequency; (b) quality of outputs; (c) level of impact on global RoLJSHR policy landscape	[2022 value]	2022	BL	>2022	>2023	>2024
Source: GP reporting. 2022 value will be baseline. **GP definition**: *Stakeholders* refers to the members of the Global Programme's expert advisory group, partners advisory group and the project board, as defined in the Phase IV project document. **Additional explanation:** This indicator measures the GP's dimension of serving as a thought leader and global policy influencer. The indicator's data collection mechanisms will follow the logic of a cohort study, i.e., a longitudinal study conducted on a group of people who share a common characteristic (here: in-depth understanding and insights into the quality, timeliness, degree of uptake, and actual impact of the Global Programme's analytics and policy/knowledge informed by their own professional judgment). The MEL and Innovation Unit will use standardised instruments (questionnaire and Likaert scale etc.) and related guidelines, for data collection purposes.						
6.3 Number of RoLJSHR-related policy discussions/events (UN and non-UN): (a) that are convened by the GP; (b) to which the GP is invited to contribute (e.g. staff representation or expertise, data); (c) to which the GP contributes at the i. global; ii. regional; and iii. country level	t.b.d.[285]	2021	t.b.d.	t.b.d.	t.b.d.	t.b.d.
Source: GP reporting. **GP definition**: *Contributes* refers to participation in the event as a representative of the GP, as a speaker, discussant, panel member or similar. Contributions could also be in the form of providing programme data, expert opinion or other written information.						
6.4 Number of downloads of key GP-produced policy documents and knowledge products	t.b.d.[286]	2021	BL+5p.c. points	2022 value +5p.c. points	2023 value +10p.c. points	2024 value +15p.c. points
Source: GP reporting. **Additional explanation**: The number of downloads serves as a proxy for the contribution to, and influence on, regional and global policy discourses on rule of law, justice, security and human rights. It is assumed that the focus on producing a set number of high-quality, evidence-based knowledge products on relevant issues or topics of concern (see 5.2) will result in a growing reputation of the Global Programme as a knowledge producer and broker. This in turn will result in policy experts and others actively, and increasingly, seeking out related analysis, new concepts, ideas and suggestions by downloading and consulting GP-produced policy and knowledge documents. It is further assumed that the act of downloading the file reflects the genuine interest of policy experts and others in the content of the respective product, as well as the intent and purpose to consult it for professional reasons. Since landmark studies usually remain of interest for several years and might only reach their true potential in terms of reach and public traction over time, by gradually gaining in impact and practical influence over time, the number of downloads will be counted for both new publications (published in the year reported on) and documents/products published during previous years of the GP4 cycle.						

6.5 Number of ongoing and newly established strategic partnerships to advance the GP as a thought leader (ensuring policy informs programming and vice versa etc.)	0	2021	3	3+2=5	5+2=7	7+2=9
Source: GP reporting.						

[285] Baseline value and targets to be added by 31 December 2021 based on GP 2021 reporting.

[286] Baseline value to be added by 31 December 2021 based on GP 2021 reporting.

c) Operational effectiveness indicators

OUTPUT INDICATORS	BASELINE		ANNUAL MILESTONES & FINAL TARGET			
	Value	Year	2022	2023	2024	2025
OE1 - Number of country-level GP-supported projects/programmes that integrate a human rights-based approach	34	2020	34	35	36	37
Source: Corporate data, see IRRF Organisational Enabler 1.2, indicator 1.2.1 Baseline drawn from Phase III indicator 8.2.						
OE2 - Number of contexts where the respective GP portfolio of projects/ programmes meets the set 15% budget quota for gender investments	[2022 value]	2022	BL	>2022	>2023	>2024
Source: GP reporting. Breakdown (i. planning, ii. allocation, iii. actual spending against gender specific activities) to be carried out, internally. The Global Programme is a GEN2 project that promotes gender equality as a significant objective. According to the criteria for Global Programme pipeline funding, "projects must promote gender equality in a significant way and assign a minimum of 15% of their funding to activities related to gender equality and women's empowerment."						
OE3 - Total number and proportion of full-time female staff among ROLSHR team contract holders (i. international professional staff; ii. general service staff; iii. other contract categories (incl. interns, seconded staff, UNVs, consultants etc.)	[2022 value]	2022	BL	>2022	>2023	>2024
Source: GP reporting.						
OE4 - GFP partnerships: (a) Total number of newly established and ongoing GFP-funded joint programmes/ projects (b) Total budget amount of newly established and ongoing GFP-funded joint programmes (c) Number of GFP-supported joint ROL assessments, strategies, programmes and or frameworks developed (complementing a UN political strategy or reinforcing implementation of a UNSC mission mandate)	[2022 value]	2022	BL	>2022	>2023	>2024

Source: GP reporting.

Additional explanation: For sub-indicators on the quantity and budget of joint programmes/projects both those that already exist and any that are newly introduced are to be included in the reporting. The reporting should mention the previous year's cumulative value (for 2022, the baseline value), the incremental value for the year of reporting and the new cumulative total ("previous cumulative value" + "increment" = "new total").