

## Partnership matters: security sector reform in Southern Sudan

Working in partnership with UN agencies, governments, civil society and other national and international partners is crucial for UNDP. Partnerships not only generate resources and capacities for development, they also mobilize a collective commitment to solving paramount challenges. The guiding principle of partnerships is that development strategies must be nationally driven and backed by coordinated international assistance.



The establishment of Special Protection Units – places for vulnerable groups to report violation safely – is a key component of UNDP's *Police and Prisons*

UNDP's *Police and Prisons Project*, which focuses on strengthening rule of law in Southern Sudan by restoring the region's network of police stations and central prisons, provides an example of what working in partnership means in practice. Recognizing that the gaps in the security sector are enormous and can encompass a number of different areas, UNDP has forged strong links with both the UN Police (UNPOL) and the UN Mission in Sudan (UNMIS) to deliver its activities effectively. UNPOL is a particularly important strategic

partner because of the diverse global experience it brings to the *Project*. Working with their highly qualified police officers, UNDP has been able to deliver comprehensive police training on substantive and procedural issues as well as on-the-job mentoring. This helps bring Southern Sudan closer to democratic policing standards.

The establishment of Special Protection Units is a key component of the *Police and Prisons Project*. In close collaboration with the Southern Sudan Police Service, a total of nine physically separate areas (units) are being constructed in locations with existing police stations across Southern Sudan. These will serve as confidential centers for vulnerable groups, such as women and children, to report violations safely.

"This important inter-agency initiative was created to ensure that the most vulnerable members of the community have equal access to justice in a confidential, respectful and protective envi-

ronment", explains Jessica Gorham, Gender Capacity Advisor for the UN Country Team.

Police officers are also receiving specialized training in concepts of gender and gender-based violence (GBV), juvenile justice, and investigation and interview techniques. This training also includes legal instruction, clarifying the illegality of many arrests and detentions of women and children in Southern Sudan.

Almost 50 officers have already completed a two week specialized training course in three locations (Aweil, Torit and Bor) and more are planned. This is all being made possible with funding and extensive technical support from UNPOL, the UN Children's Fund (UNICEF), the UN Refugee Agency (UNHCR), the UN Population Fund (UNFPA), and the Development Fund for Women (UNIFEM).

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### One UN: Making the UN system more effective and efficient

The United Nations launched the "One UN" initiative in 2007 to respond to the challenges of a changing world and assess how the UN family can provide development assistance in a more coordinated way. It aims to enhance system-wide coherence at the country level and encompasses a number of dimensions - One Leader, One Programme, One Budget and, where appropriate, One Office.

## Sustainable development through sustainable partnerships

Southern Sudan provides a unique, yet challenging environment for many of Sudan's development partners. Considering this, UNDP collaborates closely with government counterparts, local organizations, and international partners to work with — not against — the complexities of the region.

One of the key components for long-term development in Southern Sudan is securing national ownership of development initiatives, which pro-

motes sustainability and greatly increases chances for success. The strong partnership between UNDP and the Government of Southern Sudan (GoSS) enables UNDP to draw on the support of government counterparts to engage with other stakeholders.

Bringing together GoSS partners with UN agencies, international and national non-governmental organizations (NGOs), community-based organizations (CBOs), and civil society organizations (CSOs) ensures that community development are sustainable, inclusive and empowering for local populations. Through a strong partnership approach, local organizations and individuals can gain experience on project development and implementation.

To this end, UNDP's *Rapid Impact Emergency Project* (RIEP) was set up in 2007 to provide labor-intensive public works

activities which provide basic services to urban populations. At the same time, these activities generate temporary employment opportunities, and develop the capacity of local organizations. Projects included the construction of public sanitation facilities, community water points, waste disposal systems, schools, health clinics, and road works throughout Southern Sudan.

Under the auspices of UNDP, the Ministry of Housing, Environment and Physical Planning (MoHEPP) and the Ministry of Finance and Economic Planning (MoFEP) teamed up with UN agencies, international NGOs and national organizations to implement RIEP's public works projects.

Officials from GoSS and UNDP worked with local communities to identify high priority areas and create targeted public works projects. Through close coordination with all international and national partners, GoSS and UNDP are helping to build a vibrant civil society that drives development in its own communities.



Photo: Jenn Warren

UNDP's public works projects give communities increased access to vital goods and services.

## Political parties come together to establish 'Code of Conduct'

Sudan's 2010 general elections were a milestone for the country as it move towards full implementation of the 2005 Comprehensive Peace Agreement (CPA). To keep the process transparent, free and fair, in March 2010 the political parties in Southern Sudan came together to establish the Electoral Code of Conduct and the Political Parties Council (PPC) of Southern Sudan.

The Electoral Code of Conduct envisages that the PPC will oversee implementation of the Code, and consider complaints from parties and voters alike. The PPC will serve as an inter-party mechanism that hears and addresses complaints regarding the elections process.

The African Union High-Level Implementation Panel (AUHIP) provided technical support to the PPC. By placing two monitors to closely work with the PPC members, the AUHIP was able to assist Sudanese political parties and support democratic transformation in Sudan.

With initial funding from UNDP, the PPC was able to form a Secretariat, staffed by two case workers and an administrator. UNDP helped the Secretariat establish an office, furnished with computers, printers, and other office equipment to facilitate their monitoring and oversight activities.

The PPC started monitoring for the 2010 General Elections on March 31st. In its one month in operation, it received numerous complaints from its members with respect to the Electoral Code of Conduct. In addition, some administrative and judicial complaints were also raised.

The number of complaints the PPC received demonstrates the high level of confidence that it inspired among its members and the general public. On April 24, 2010, the PPC released its Preliminary Report on Complaints, which recognized the need to continue its work into the post-election period.

## Inside the JDT: an interview with Michael Elmquist



Michael Elmquist has been the head of the Joint Donor Team since 2007.

### What is the Joint Donor Team's mandate?

The Joint Donor Team (JDT) brings together a group of donors with a shared vision. It was created in 2006, following the signing of the Comprehensive Peace Agreement, and its goal is to promote sustainable peace and poverty reduction in Southern Sudan. One of the ways we do this is by improving coordination between donors and the Government of Southern Sudan.

Monitoring the implementation of multi-donor funds such as the Multi-Donor Trust Fund is a core function of the JDT. We feel that our diverse, cross-disciplinary team allows us to perform this role very well. Working as one – our office brings together the governments of Canada, Denmark, Netherlands, Norway, Sweden and the United Kingdom – we can also have greater influence.

### Do you monitor bilaterally funded projects?

No.

### What will happen when your mandate ends in December 2011?

The JDT is a good coordination and harmonization mechanism and I think the Government of Southern Sudan recognizes that. I imagine that we will continue to work closely with them beyond 2011, especially around our three focus areas – public sector reform, basic services and governance. I also think that other countries may join

the team, further strengthening it as an institution.

### Who do you work most closely with within GoSS?

The Ministry of Finance and Economic Planning coordinates all donor assistance coming into Southern Sudan, so we work very closely with them. Because the JDT manages the Capacity Building Trust Fund which provides support to public sector reform, the Ministry of Labour, Public Service and Human Resource Development is a key partner as well. And, of course, we have strong links with the ministries of health, education and water resources because of our focus on basic service delivery.

This year, we will also be partnering with the Ministry of Presidential Affairs – the body leading the 2011 Taskforce on pre and post-referendum arrangements.

### Do you work closely with UNDP?

Yes, UNDP's presence in all of Southern Sudan's 10 states makes it our most important partner. It plays a unique role

in the *Support to States Project* as well as in the *Community Security and Arms Control Project*.

We started working together back in 2006 and have provided a substantial amount of funding under the 'Strategic Partnership'. For us, UNDP's governance, rule of law, and reintegration work is extremely important which is why we continue to support it.

### What do you think are Southern Sudan's biggest challenges in the lead up to the referendum and beyond?

This year, the Government of Southern Sudan needs to get itself prepared for all the negotiations that it will face if its citizens vote to become independent. This includes border demarcation, nationality and currency issues as well as how oil will be shared with the north.

In the post-referendum period, maintaining internal security will probably be the single biggest challenge for Southern Sudan. The authorities must avoid widespread tribal conflict at all costs, otherwise the entire region could implode. If the government can manage this challenge then the international community will stand ready to provide it with the resources to promote sustainable development.

Food security is also a big issue and is very much linked to security in general for many conflicts ignite because of resource scarcity. We will continue to support humanitarian interventions involving food distribution but would like to see a more lasting solution to food insecurity by promoting more agricultural development.

## Knowledge Corner

# UNDP and the 'global partnership for development'

Partnership is an integral theme in UNDP's work worldwide. As one of its flagship initiatives, UNDP's Millennium Development Goals (MDGs) represent a global partnership to advance the causes of eight of the most critical development needs, including poverty reduction, education, maternal health, gender equality, and combating child mortality, AIDS and other diseases.

Millennium Development Goal 8 signifies the need to "develop a global partnership for development". This Goal outlines a critical global partnership for development, which deals heavily with relieving debt and increasing opportunities for economic growth and self-sustainability.

### Did you know?

The United Nations estimates that unfair trade rules deny poor countries \$700 billion every year. (Source:ChristianAid)

In 1970, 22 of the world's richest countries pledged to spend 0.7% of their national income on aid. 34 years later, only 5 countries have kept that promise. (Source:Save The Children)

The poorest 49 countries make up 10% of the world's population but account for only 0.4% of world trade. Their share has halved since 1980. (Source:ChristianAid)

The realization of Goal 8 will put the primary mechanisms in place for poor countries to work towards achieving the first seven Goals. They must do their part to ensure greater accountability to citizens and efficient use of resources. But for poor countries to achieve the first seven Goals, it is absolutely critical that rich countries deliver on their end of the bargain with more effective aid, more sustainable debt relief and fairer trade rules, well in advance of 2015.

Specific indicators have been developed to help monitor and support the achievements of Goal 8 by the year 2015:

- Further develop an open, rule-based, predictable, non-discriminatory trading and financial system. Includes a commitment to good governance, development and poverty reduction – both nationally and internationally.
- Address the special needs of the least developed countries, including: tariff and quota free access for the least developed countries' exports; enhanced debt relief for heavily indebted poor countries and cancellation of official bilateral debt; and more generous official development assistance for countries committed to poverty reduction.

- Address the special needs of land-locked developing countries and small island developing States (through the Programme of Action for the Sustainable Development of Small Island Developing States and the outcome of the twenty-second special session of the General Assembly).
- Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term.
- In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries.
- In cooperation with the private sector, make available the benefits of new technologies, especially information and communications.

Debt relief has helped millions in developing countries, by enabling governments to provide for their people. In Southern Sudan, an open and sustainable economic environment will be a key focus in the coming year. Forging strong partnerships with the government, the international community and local civil society will be essential as economic opportunities in the region continue to increase.



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