

Objective II: Addressing Profound Harms: Community mobilization cannot be left to community leaders alone as the messaging can easily change and result in a distortion of programming objectives: Community mobilization for sensitive processes such as screening requires dedicated RLP staff

- Managing clients referred for treatment is key to the process and needs to be well-staffed, particularly with regard to a) community interpreters to work in the hospital setting and b) documentation clerks to ensure that all records are kept consistently
- Successful treatment of cases results in ever increasing numbers of peer referrals for screening
- Physical rehab can be lengthy and require multiple hospital visits including reviews.
- Many refugees were forced to witness acts of violence being committed against loved ones. As such, when working with a client we need to also reach out to other household members.
- Self-care of staff involved in SRSD must be given higher priority to ensure that professional support to clients is provided without high levels of burn-out

Objective III: Refugee and Host Voice: Despite failure of Government of Uganda Communications Commission in granting permission to establish a radio station, there are numerous alternative means to enhance refugee and host voices.

- Training in video advocacy skills generates new perspectives on refugee-host realities; there is now a need to create new platforms for these perspectives to be widely shared (e.g. film festivals)

Objective IV: Climate Change & Environmental preservation

- Tree-planting requires a longer-term perspective as a result of highly unpredictable rainfall (climate change induced instability)
- Effective reforestation programmes require transition from 'tree planting' to 'tree growing' with concrete action plans and tree management plans including how to protect the trees from animals crazing onto the land and how to prevent fire from destroying plantations
- Protecting environment requires strategic advocacy and diplomatic negotiations as it appears political and risky in practice
- Unless land-related challenges are addressed, refugee-host relation and co-existence risk being frustrated

Objective V: National, Regional, and International Advocacy: Securing refugee-host relations in alignment with the New York Declaration, the Global Compact on Refugees and the CRRF, requires greater local government involvement alongside central government. There are major gaps in mobilisation of both government and cultural and religious leaders in support of refugee-host relations, thus the proposal includes work with district leaders, cultural leaders, district technocrats, and religious leaders.

2.1.7 Detailed and well-founded description of target group; how intervention will be tailored to the specific vulnerabilities, and selection criteria

Our target population for the project includes South Sudanese **refugees** and their leadership (Refugee Welfare Councils) in Adjumani, Kiryandongo, & Lamwo districts, Ugandan **host populations** and their leadership (Cultural Leaders, Elected Local Councillors, District Authorities), Ugandan **Duty Bearers** (Uganda Police Force, Immigration, Prisons, Judiciary, Ugandan People's Defence Force, District sectoral officers), Students (Law, Psychology, and Medical students), **Medical, Pyschosocial, and Legal** Service personnel, and **other humanitarian agencies, both multi-laterals and NGOs.**

Refugees: In Adjumani, Kiryandongo and Lamwo the dominant refugee ethnicities are Madi, Acholi, Nuer and Dinka, comprising up to 75% of the total, with small numbers from other ethnicities. Gender distribution is skewed, with 85% estimated to be women and children, mostly residing in gazetted refugee settlements characterised by poverty, lack of employment and education, and dependency on unreliable supply of food aid. The intervention uses systematic community mobilization for screening to identify and address vulnerabilities that are exacerbated by untreated war-related injuries. Clients who have been treated are also encouraged to join our English For Adults courses; these seek to enhance self-reliance through strengthening English language skills. Some refugee beneficiaries of legal aid are self-selecting and approach us for services, others are identified through the screening process or through systematic visits to detention sites.

The **Host Populations** in the case of Lamwo are largely Acholi, in Adjumani largely Madi, while Kiryandongo has long been an ethnic melting-pot. Adjumani & Lamwo were directly impacted by the LRA war, while Kiryandongo acted as an IDP settlement. Trauma and other unresolved conflict legacies are characteristic of all three areas. The intervention also envisages screening host populations to identify those with unaddressed war-related injuries. **Cultural Leaders:** RLP works closely with *Ker Kwaro* Acholi, and with the Madi Paramount Chieftaincy. To achieve sustainable outcomes, RLP will directly and indirectly collaborate with **Governmental Duty-Bearers** Office of the Prime Minister, Uganda Police Force, UPDF, Uganda Prisons, Judiciary, Uganda Communications Commission, National Forestry Authority, District leaderships (Local Council V Chairpersons, Chief Administrative Officers, Community Development Officers, District Education Officers, District Agricultural Officers, District Health Officers, etc.), recognizing that many are still unfamiliar with key concepts and rights frameworks addressing the populations in their constituencies, let alone with overarching policy frameworks and commitments established under the Global Compact on Refugees. Through our close involvement in the various working groups established both in the humanitarian system and local government, RLP interacts with **Multi-laterals and NGOs**, notably UNHCR and its Implementing & Operational Partners, UN Women & UNFPA, Democratic Governance Facility, European Union, and also receives referrals from them.

2.1.8 Nature and scale of intended effects in proportion to size of target group

Refugees: Under the Screen-Refer-Support-Document approach to war-related injuries, approximately 25% of adults screened required medical attention. This suggests 75,000 adult South Sudanese require treatment ($0.25 \times 300,000$): This intervention will provide treatment to at least 4,000 individuals over the four years, approximately 5% of the total adult South Sudanese refugee population. The intervention also seeks to increase recognition of such war-related harms, to improve medical capacity to respond sustainably, and to popularize the

SRSD approach through trainings to other humanitarian organisations, as well as through domestic (e.g. GBV Working Group), regional and international (UNHCR Pre-excom, CSW) advocacy. SRSD starts from individual survivors and works outwards to also address those immediately impacted by the survivors' challenges (spouses, children, siblings etc), as well as those in the wider social setting (neighbours, communities).

With regard to governmental duty bearers, this intervention targets the most critical stakeholders; while it cannot reach all police throughout northern Uganda, by a) conducting training of trainers at the police training school, and b) sustaining an ongoing relationship with the police more generally, it allows us to maximise the impact. This is consolidated by the close involvement of project legal staff in supporting legal processes and detention monitoring.

2.1.9 How intervention is conflict-sensitive and how RLP intends to work conflict sensitively

The intervention is conflict-sensitive in that i) 33% of staff are refugees, 67% are nationals, many recruited locally ii) working with Rule of Law stakeholders benefits both refugees and hosts iii) English For Adults includes refugees and hosts of different ethnic, religious, gender, and political backgrounds, both in process and outputs, works to create stronger and more transparent refugee-host relations and reduces misunderstandings with authorities iv) it actively addresses key conflict drivers that affect peaceful co-existence between refugees and host communities, notably competition over natural resources and land v) it builds dialogue with and proactively brings in key stakeholders, some of whom are presently under-involved in planning for refugee hosting vi) it directly addresses conflicts through Alternative Dispute Resolution and legal advice/court representation vii) it creates greater inter-ethnic understanding through the process of taking clients for medical treatment, whereby clients of different ethnicities are treated under the same roof and travel together for treatment viii) it reduces intra- and inter-household tensions by addressing profound war-related harms that left unaddressed create multiple dysfunctions, stigmatization and exclusion ix) it gives refugees and hosts voice to articulate grievances through dialogue rather than violence.

2.1.10 Coordination and complementing UN activities (District specific, national, regional and international)

Our partnership with UN at field and national level has been strengthened through the MFA supported SRHR-EP project. We work closely with UNHCR and UN Women, Office of the Prime Minister-Refugee department as well as UNHCR's implementing partners (IPs) and operational partners (OPs) to ensure effective interventions in securing refugee-host relations and addressing war-related injuries that refugees and hosts grapple with. At operational **district** level, RLP is an active member and contributor in relevant coordination and sector meetings, including: monthly case management meetings, protection meetings, coordination meetings with UNHCR and its IPs, coordination of international days such as International Women's Day, World Refugee Day etc. An example of the good relationship established comes from Kiryandongo, where UNHCR offered RLP a 2-room office space to ease operations and ensure proximity to refugees in the settlement, UNHCR also offered a working space for our staff in Lamwo prior to erecting our temporary shelter). At **national** level, RLP is a member of the UN's GBV Taskforce (a monthly convening that brings together refugee-serving agencies working on GBV in and around Kampala) and of the Child Best Interest Determination Panel-

Uganda. At **regional** level RLP, through its detailed knowledge of on-the-ground realities and close work with survivors of sexual violence, supports the work of UNOHCHR Commissions of Inquiry and the Commission on Human Rights in South Sudan. At **international** level, RLP has benefited from mentoring from UN-Women affiliated Justice Rapid Response (2018, 2019), and has been involved in developing UNHCR's Guidance note on working with men and boys (2012) and the first 3-day workshop on the same in Jordan (2015) (both for Community Services and UNHCR's Global Learning Centre), has input into the IASC GBV Guidelines (2015) and the 2nd edition of the International Protocol on Documentation and Investigation of Sexual Violence in Conflict (2016). This proposal is fully aligned with i) UNHCR's Alternatives to Camps Policy and ii) the 5 Need to Know Guidance notes iii) the Resettlement Handbook iv) UNHCR's updated GBV Strategy. In June 2018 and funded through Phase I, RLP sent 2 representatives to the UNHCR Annual Consultations with Refugees in Geneva, with a written recommendation from UNHCR Uganda and Geneva.

Phase II will strengthen this close collaboration with UNHCR & implementing partners in the three project districts, particularly with regard to referrals for protection and resettlement services, as well as participating in all relevant co-ordination meetings at settlement and national level. We shall also invite input to trainings of duty bearers and the second edition of the training manual and user guide.

2.1.11a RLP's innovation vis-à-vis already existing interventions in the geographical and thematic area

i) The training of duty-bearers on refugee rights and SGBV issues creates a more enabling environment for survivors and recognises importance of host authorities outside the humanitarian system ii) The Screen-Refer-Support-Document model enables hundreds of otherwise silenced victims/ and survivors to disclose their injuries and access appropriate health care. It draws attention to major medical and psychosocial needs that other interventions do not address, thereby contributing to self-reliance, more stable intra-refugee relations, and better refugee-host relations iii) The intervention promotes justice for survivors of conflict-related sexual violence by establishing high quality documentation to inform future accountability processes iv) RLP is the only organization to train and recruit full-time Community Interpreters from refugee and host communities. Unlike the use of 'incentive workers' paid on a piece rate for each day worked, this substantially enhances access to justice and health-care outcomes for refugees and hosts v) Training and placement of medical staff in district health facilities reduces the need for long-distance referrals vi) RLP is unique in also providing training to medical students, and providing experiential learning opportunities to law students and to police officers vii) Supporting refugee & host youth voice through video advocacy is a unique intervention viii) The first ever 'Refugee and Host Innovation Centres' in Adjumani and Kiryandongo districts will provide free access to internet, connecting to loved ones in other countries, learning computer packages, videography, sound and other technical skills. Innovation Centres will become a go to place for many youth and will equip them to support others and live dignified lives ix) RLP has developed close working relationships with District Local Government over many years: This intervention will build on this to directly involve District Local Government more closely into policy and planning for refugee hosting ix) The RLP is the primary provider of legal aid to refugees and host, and is the only

organization to provide pro bono court representation to refugees x) the intervention tackles directly the issue of over-stay on remand, as well as access to health services for detainee.

2.1.11b How this intervention will form a continuation of the currently implemented Activities

This intervention **is a continuation** of currently implemented activities (Phase 1) in that

- i) It maintains the same conceptual framework of 5 overall objectives
- ii) It builds on the relationships with communities and duty-bearers that were built during Phase 1
- iii) It benefits from a well trained staff who are familiar with the methodologies and objectives, as well as from an infrastructural and systems base established during Phase I (office spaces and equipment, vehicles, reporting and documentation systems)
- iv) It maintains the same leadership as made a success of Phase I, with the exception of one Field Office Coordinator who was replaced (see CVs of leadership under Optional Attachments).

Where there are changes to the methodologies as well as to the output targets, these reflect the lessons learned in Phase I. The projected outputs in the Results Framework (Annex A) are calculated using the Phase I outputs as a baseline, though with some modifications in line with lessons learned.

The intervention **deepens** the currently implemented activities in that;

- i) it can work to more realistic and (in some cases) more ambitious targets
- ii) it will bring to fruition the more analytical dimensions of the SRSD model
- iii) it allows for longer-term follow-up and tracking of beneficiaries of medical and psychosocial support, which in turn will result in more in-depth testimonies and success stories
- iv) it can draw on capacities built during phase I, both within project staff, but also within project beneficiaries (e.g. video boot camp graduates).

The intervention **broadens** the currently implemented activities in that;

- i) it extends the English For Adults trainings from the current 2 levels to 5 levels, resulting in more highly skilled English language speakers available for work opportunities
- ii) it engages more directly with developing the capacities of public health facilities to deal with some of the war-related harms encountered in the refugee population
- iii) it pro-actively seeks the visible involvement of District Local Government in the governance of refugee-host relations

2.1.12 Timeframe of planned intervention 1 May 2019 - 30 April 2023

2.2 Risk management

Explanation of risk (What risk is envisaged?)	Potential impact 1-5	Proba bility 1-5	Mitigation measures to manage/minimize/adjust to risks
SECURITY			
Incursions by armed groups from South Sudan into settlements adjacent to border, (e.g. Lamwo, Adjumani) requiring suspension of activities and evacuation of staff	4	2	Regular engagement with relevant bodies, including UPF & UPDF, UN security meetings, District Security Teams, establishment of security fund to be accessed by any staff member needing to evacuate from settlements
Tensions between ethnic communities within settlements, or between refugees and hosts, lead to physical violence requiring suspension of activities and evacuation of staff	3	2	The programme is designed to reduce such tensions through radio broadcasts, mediations, community information sessions, community policing. We also see to ensure that all ethnic groups, both refugee and host, as well as all genders are represented among beneficiaries of different services (Medical referrals, EFA, Legal Representation)
FIDUCIARY			
Project funds are used to subsidise other areas of work	3	1	Project funds will be held in a dedicated project bank account and expended according to the grant agreement.
Corruption and Fraud by RLP and/or other Makerere staff	4	1	There are multiple checks and balances in Makerere and RLP policies. We have zero tolerance for evidenced instances of corruption and fraud. All staff sign-up to the anti-corruption policy as an integral element of all employment contracts as well as regular independent audits.
Project partners demand resources which are not provided for in the budget	3	2	This is best mitigated through the establishment of a project-specific MOU in which all amounts stipulated in the agreed budget are set out clearly
OPERATIONAL			
Strikes at Makerere University could delay disbursements and therefore impact on implementation, or could trigger closure by Government	4	2	Strengthening partnership with key government institutions, maintaining high level of professionalism and safe custody of data. MoU with Office of the Prime Minister, MoU with UPDF, MoUs with pertinent district authorities.
Government restrictions to access to refugee settlements	4	1	Our current MoU allows full access and presence. In Phase II we will brief Office of the Prime Minister on the project objectives and methodology and also secure permissions. We also maintain regular follow up/update meetings with OPM, as well as submission of bi-annual reports, to maintain a cordial relationship.
Demand for emergency support outstrips capacity to supply	2	2	The project design allows the rollout of large-scale support and adequate presence in the targeted settlements to be able to respond

			adequately. We will review and strengthen systems established under Phase I. Phase II also builds capacity of other humanitarian organisations to respond more adequately
Host population attacks NGOs for lack of employment opportunities	2	1	RLP recruits locally from within host and refugee populations, with direct involvement of District Local Government and/or Office of the Prime Minister whenever appropriate
REPUTATIONAL			
The tensions between refugee communities and between refugees & hosts are projected onto the RLP's activities with accusations of bias	4	1	As in Phase I, RLP will seek to ensure that the ethnic and demographic profile of staff and project beneficiaries is balanced and representative of the larger refugee and host populations.
RLP staff engage in Sexual Exploitation and Abuse of beneficiaries	4-5	1	RLP recruitment processes are rigorous. Clause H of individual employment contracts clearly states that there is zero tolerance for SEA. In-house training for project staff is conducted as part of the induction process.

2.3 Sustainability

Rule of Law

1. Equipping the Uganda Police Force with (in Kiryandongo with 1 Car and 2 Motorcycles) to increase their mobility and improve community policing – an activity that can continue on its own and led by Uganda Police and Community Leaders.
2. Strengthening capacity building and Training of Trainers – including through dissemination of the recently published Training Manual and User Guide to different Police and UPDF training schools across the country following Training of Trainers courses conducted in Phase I.
3. Placing UPF, UPDF and other Justice Sector duty bearers for experiential learning at RLP – skills which they will carry-on in their day-to-day work.
4. Giving legal and medical students experiential learning opportunities that are demonstrated to influence their subsequent career choices towards social justice related work

Addressing Harms

5. Addressing medical conditions arising from violence before they create chronic dysfunction, thereby enhancing survivor recovery and self-reliance
6. Training peer organisations in the Screen-Refer-Support-Document approach to identification of and response to war-related harms
7. Placing health workers in government hospitals to add to existing capacity of local governments, tackle xenophobia and accusation of bias towards refugees. These health workers will continue to support all patients seeking health services.

Refugee & Host Voice

8. The Speak Your Rights curriculum, finalized in Phase 1, opens opportunities for learners: At least 30 percent of our graduates in EFA have moved positively including

acquisition of paid employment and now able to support themselves and their households.

9. Empowering South Sudanese refugees to be self-sufficient through establishing & mentoring support groups and victim associations that by the end of the intervention are autonomous allows members to have collective voice, and to advocate for themselves.
10. Training of trainers for Graduates of video-advocacy training, who will then be able to lead on or support advocacy activities as well as livelihood projects through commercial audio-visual production.
11. The Innovation Centres will develop business plans charging modest sums for video coverage and other media work commissioned by UN, NGOs and Governmental Duty-bearers.

Mitigation of Environmental Impacts

12. Trees planted are mainly on land provided by host communities and institutions like schools that are able to continue maintaining the trees.
13. Establishment of community-level and led nurseries that can sell seedlings to NGOs, UN, Local Government should enhance sustainability

Refugee-Host Relations Management

14. Equipping District Local Government political and technical leadership with sufficient knowledge of the international and national policy and legal frameworks allows them to sustainably manage and administer the refugee-host relationship and integration at local level.

2.4 Relation to the UN Global Compact on Refugees and the UN Global Compact for Migration

The **Global Compact on Refugees** has 4 objectives; 1) to ease pressure on host country, 2) promote self-reliance, 3) expand solutions to third countries, and 4) support voluntary return when conditions that led to migration change from country of origin. Our proposed work on promoting rule of law, climate change, and medical and psychological rehabilitation helps to ease pressure on the host country, and therefore contributes to **Objective 1**. Our work on medical and psychological rehabilitation, basic videography, interpretation, and English for Adults (EFA) promotes self-reliance in country of asylum and thus contributes to **Objective 2**. It is also beneficial for those who get resettled, and those who return to their countries of origin and thus contributes to **Objectives 3 and 4**.

The **Global Compact for Migration** has 10 guiding principles that this intervention supports; 1) It is *people centred*, 2) It operationalises *international cooperation*, 3) it supports *national sovereignty* by strengthening technical capacity of duty-bearers, as well as governance capacity of Local Government, 4) It strengthens **Rule of law** protection through training of RoL stakeholders and through direct legal aid, 5) It supports *sustainable development* through skills development and environmental mitigation measures 6) It promotes *human rights* through the 'Speak Your Rights' curriculum for EFA learners, also through training of duty bearers on human and refugee rights 7) it models *Gender responsive programming* through

both the SRSD model of responding to war-related injuries, and through the EFA programme 8) It is **child sensitive** in seeking to identify and address the harms suffered by children of adult survivors 9) It promotes **whole of government approach** by close working relations with OPM and creating new platforms for Local Government to become involved, and 10) embodies **whole of society** approach by working with hosts as well as refugees.

Specifically we support: **Objective 1** (Collect and utilize accurate and disaggregated data as a basis for evidence-based policies) through the SRSD model. **Objective 3** (Provide accurate and timely information at all stages of migration) through community information sessions, community policing, Speak your Rights Curriculum, Community Film Screenings. **Objective 4** (Ensure that all migrants have proof of legal identity and adequate documentation) through our legal aid services. **Objective 6** (Facilitate fair and ethical recruitment and safeguard conditions that ensure decent work) through i) our own employment practices and ii) promoting employment opportunities for graduates of our trainings in community interpreting, videography, English language. **Objective 7** (Address and reduce vulnerabilities in migration) through our medical and psychosocial support, English Language skills for refugees, refugee rights awareness for duty-bearers, alternative dispute resolution for refugee-host tensions. **Objective 15** (Provide access to basic services for migrants) through support to and training of medical service providers. **Objective 16** (Empower migrants and societies to realize full inclusion and social cohesion) through our objective on refugee and host voice. **Objective 17** (Eliminate all forms of discrimination and promote evidence-based public discourse to shape perceptions of migration) through working with most marginalised survivors (including women, LGBTI, male survivors), promoting refugee voice, developing video advocacy materials for public screenings and dialogues. **Objective 18** (Invest in skills development and facilitate mutual recognition of skills, qualifications and competences) through video advocacy training, English for adults training, round-tables with Immigration on employment of refugees. We hope to share key learning from the project at regional and international level including in the Global Refugee Forum as proposed by the Global Compact for Refugees.

2.5 Outcomes, outputs and success criteria – Please refer to attachment ANNEX B

The baselines for this intervention are to be found in the outputs of Phase 1 (2017-2018). Objective 1 (Rule of Law): For training of duty bearers we shall refer back to pre- and post-training test results under Phase 1. The soon-to-be finalized Access to Justice survey conducted under Phase 1 can also serve as a baseline against which to assess progress. The 1st edition of the Manual for Refugee Rights can also serve as a baseline against which changes for the 2nd edition can be assessed.

Objective 2 (Profound harms): To create a comprehensive baseline for the SRSD process, requires us to complete analysis of key variables collected during Phase 1, as well as to complete analysis of medical costs for those treated under Phase 1.

Objective 3 (Voice): The baseline for EFA is to be found in results of Phase 1. This provides detail about gender balance amongst EFA learners.

Objective 4 (Environmental Mitigation): The success rate of seedlings planted in Phase 1 will provide the baseline for measuring success of tree-planting initiatives in Phase 2

Objective 5 (Advocacy): the baseline for advocacy on humanitarian screening for war-related harms requires a careful mapping of existing initiatives in the settlements hosting South Sudanese refugees, while the baseline for advocacy on the involvement of District Local Government needs an analysis of documentation of decision-making processes such as land allocation (Lamwo).

2.6 Monitoring and Evaluation (300 words Cap)

Phase 1 (Securing Refugee-Host Relations through Enhanced Protection) established clear baselines against which to monitor and evaluate the progress of the intervention. An induction workshop will kick-start the M & E discussion with all staff. All activities are logged in an on-line data-base to allow the Project Manager to monitor progress, office by office, on key **output indicators** (e.g. gender-disaggregated data on numbers screened, number of information sessions held, numbers referred, numbers trained etc.). Case files for clients referred for treatment, testimonies upon completion of treatment, focus group discussions notes, document reviews, pre- and post- training test results will be primary data collection approaches. Other verification tools to measure result will include Client Assessment and Profiling tools, Client Management System, Client feedback forms, Client Follow-up reports.

Outcome indicator data will be generated from both internal and external data sources, including police records, court records, media reports, and feedback from partners and other stakeholders. Individual performance is monitored through appraisals conducted against mutually agreed project and related individual six-monthly work-plans. Budget performance and variance is closely monitored using the principle that new monies can only be approved once existing disbursements are fully accounted for.

The **internal** Monitoring Team (comprising the Director, Head of Operations & Programme Support, HR Manager and Grants Officer – and supported the respective Programme Manager) visits each site at least twice per year, and all projects are required to report at the Mid- and End-Of-Year Review meetings held in June and December respectively (see <https://www.refugeelawproject.org/who-we-are/organisational-reports> for examples of presentations).

All grants are subject to an annual independent **external** audit. The proposal budget also caters for mid- and end-of-project external evaluations to be conducted in Years 2 and 4 of the project.

2.7 Budget in Excel is attached as Annex B

Implementation memo consultancy Fiduciary Risk Assessment JLOS SWAP

I REQUESTED DECISION CONCERNS

Application number	4000002468/3
Funds Centre	1704U03040011
Budget holder	KAM
Short name application	Fiduciary risk assessment
Long name application	Fiduciary risk assessment JLOS SWAP
Description application	Fiduciary risk assessment financial management Dutch funding through the JLOS SWAP
Amount in foreign currency	USD 20.000
Corporate rate	1 USD = EUR 0.85
Amount in euros	EUR 17.000
Start date	1 May 2019
End date	15 June 2019
Business partner	Negus Associates Inc.
Number business partner	
Legal relation	Contract
Responsible policy officer	(10)(2e)
Correspondence language	English
Contact business partner	(10)(2e)
E-mail contact business partner	@negus.us>

II OUTPUTS ACTIVITY

With two more FYs ahead of SDP-IV, and in view of the intended substantial increase of the Dutch funding for these remaining two years, the Netherlands Embassy has decided after consultation with the JLOS Secretariat, the EU and the Austrian Development Cooperation, to contract an external consultancy to carry a fiduciary risk assessment of the financial management of the Dutch funds of the JLOS SWAP Development Fund.

The findings and recommendations of the assessment will help the Embassy to finalize the assessment of the program proposal from the JLOS Secretariat for additional Dutch funding. The planned increase from an annual contribution of EUR 2 million to approximately EUR 6 million justifies the proposed assessment since the findings would also assist the JLOS Secretariat and the respective JLOS institutions to address possible systemic weaknesses and to further strengthen transparency of the system.

The consultant will produce a report of his findings based on the attached ToR and Technical Proposal, submitted by the consultant. The JLOS Secretariat will facilitate one of its staff members to accompany/support the consultant upon his request and on the basis of his workplan, concerted with the JLOS Secretariat.

III IMPLEMENTING ORGANISATION

(10)(2e) has been recommended by USAID/Uganda. His attached CV shows that he has extensive experience in this field. An interview at the Embassy on 10 April confirmed that his approach and personality meet the requirements as defined in the ToR. Two other candidates were reviewed; their CV's were not as strong as the proposed consultant.