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| **United Nations Development Programme**Sudan |  |

**PROJECT Annual Workplan**

**2015**

Promoting Access to Justice and Rule of Law in Sudan Bridge and Inception Project

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| **Project Title (award):**  |  |
| **Output Title (project):** | Promoting Access to Justice and Rule of Law Project Brideg and Inception project |
| **Output/s ID:** |  |
| **Expected SP Outcome(s):** | Outcome 2: Citizen Expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services |
| **Expected SP Output(s):** | Output 2.3 Capacities of human rights institutions strengthened |
| **Expected UNDAF/CP Outcome(s):**  | Outcome 6: People in Sudan are protected under an enabling environment that guarantees the rule of law, basic rights and fundamental freedoms. |
| **Expected UNDAF/CP Output(s):**  | Output 6.1: Justice institutions, including customary and traditional justice and security systems at state/ local levels are strengthened to provide effective, equitable and timely justice/ protection services in line with international standards;Output 6.2: Availability of legal aid facilities meeting needs of needy populations increased to strengthen protection of basic rights, equal access to justice for all;Output 6.3: Regulatory framework and mechanisms for addressing Violence Against Women (VAW) established judiciary and traditional leadership. |
| **Project Duration:** | January – December 2015 |
| **Overall Project Budget:** | USD 1,150,000 |
| **Project Budget for 2015:** | USD 1,150,000 |
| **Funds Available for 2015 by Sources:** |  |
| **Implementing Partner (s):** | United Nations Development Programme (UNDP), UNAMID, UNISFA |
| **Responsible Parties:** | The Judiciary, Ministry of Justice, Ministry of Interior, Sudan Police Force, Sudan Prison Authorities. |

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| **Endrosed by Partner** | **Approved by** |
|  | Abdel-Rahman GhandourResident Representative a.i.United Nations Development ProgrammeSudan |
| Signature: | Signature: |
| Date: / /2015  | Date: / /2015  |

**I. Project Overview**

The general situation of human rights in the Sudan poses challenges, especially in the conflict-affected areas such as Darfur, Kordofan, Blue Nile states and Abyei. The combined effects of poverty, instability, lack of infrastructure, and conflict continue to have serious consequences on human development and human rights which is exacerbated by the ineffectiveness of Sudanese justice mechanisms and rule of law institutions. The legislative, the judicial, the law-enforcement institutions have severe operational and capacity deficits- in addition, politicization of these institutions and perceived biases by the population have led to low levels of confidence in State capacities to provide justice and security services.

The Government has, however, made some general progress in policy, legislative and institutional developments aimed at improving the situation of human rights in the country. Recent analyses of the human rights situation in Sudan indicates that in areas of engagement, human rights awareness has improved across the different government sectors and relatively amongst the people of Sudan.[[1]](#footnote-1) Since 2011, the Universal Periodic Review, among other processes, has resulted in a number of initiatives aimed at improving the human rights situation in Sudan:

* In June 2013, the Government of Sudan (GoS) launched a 10 - year National Action Plan for the Protection and Protection of Human Rights (2013 – 2023);
* The establishment of a committee of experts to analyse Sudanese legislation and areas for potential law reform;
* In 2012, a presidential decree formally established the Sudan’s National Human Rights Commission. This development was welcomed by a resolution of the UN Human Rights Council on 15 October 2012. The Commission has also engaged in constructive dialogue with relevant government organs and agencies such as the Judiciary, the Ministry of Internal Affairs, the Constitutional Court and the Security and Intelligence Bureau on different human rights concerns such as press and media censorship, political detentions, and the effect of the application of the National Security Act 2010 on human rights guarantees in the country.

Nevertheless, the effective implementation and practical realization of most of the Government’s human rights policies on the ground remains generally slow. Some of the key subjects of concern are in the areas of administration of justice, law reform, and ratification of key international human rights treaties, freedom of civil society organizations to operate, freedom of expression, and freedom of the press.[[2]](#footnote-2) Parts of the legal framework, such as the National Security Act and the Criminal Law Act, infringe on fundamental human rights and freedoms and the harmonization of national laws with international human rights principles has advanced at a slow pace. [[3]](#footnote-3) In light of the analysis of the current situation in Sudan from the international community, the strengthening of the national human rights mechanisms through technical assistance and capacity building of the Sudanese justice sector is presented as a key priority.[[4]](#footnote-4)

These developments set the context for UNDP to support interventions to strengthen Rule of Law institutions and access to justice in different regions across Sudan during the previous UNDP Country Programme Action Plan (CPAP) period of 2009 – 2012. Under the Strategic Partnership Phase II (SP II), a Governance and Rule of Law funding framework (2009 – March 2013), UNDP implemented a series of projects that were aimed at enhancing Access to Justice and Promotion of Rule of Law, with a regional focus on Darfur, the Three Areas and East Sudan. These projects included: [[5]](#footnote-5)

* Community Policing Project;
* Support to Sudan Judiciary Project;
* Strengthening Access to Justice and Human Security in the Three Areas (South Kordofan, Blue Nile and Abyei Area) Project;
* Strengthening Rule of Law and Sustainable Protection in Darfur Programme;
* Strengthening Access to Justice and Rule of Law in Eastern Sudan Project.

The Access to Justice and Rule of Law programme was implemented at the national and the state levels in Sudan, and were delivered through partnerships with the Sudan Judiciary, the Police, the Prisons, Legal Administration Department of the Ministry of Justice, and civil society. The prevailing situation in most peripheral parts of Sudan in the SP II period was characterized by large-scale banditry, high criminal activity, law enforcement shortfalls, non-functioning judiciary, limited access to justice, weak civil administration, and lack of access to legislative mechanisms among a high number of displaced persons. In the context of the ongoing conflict, the protection of civilians warranted the transformation of national capacities to counter the ‘rule by force’ and replace it with the rule of law. Where the aftermath of conflict was being experienced, the rule of law was paramount in creating a safe and secure environment in which recovery could take place.[[6]](#footnote-6)

While the projects during the SP II period provided strong results in the areas of rule of law, access to justice and protection, UNDP Sudan is nevertheless taking the next step in creating an overarching programme that will integrate these projects into a detailed strategy for creating a sustainable approach to rule of law and human rights.

**Project Rationale**

The overall rationale of this bridge and inception project is consistent with the UNDP Strategic Plan Outcome 2 : Citizen Expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance and Strategic Plan Outcome 3 which supports establishing or strengthening the framework for democratic governance and building resilience into the principles, rules of engagement, systems and core institutions of governance. This framework is the basis for inclusive, accountable, responsive and resilient state-society relations under the rule of law. Under these outcomes, it is envisaged that UNDP will continue to support rule of law and access to justice interventions while at the same time creating a platform for a new longer term engagement that draws from the principles of the Global Focal Point calling for One UN approach to Rule of Law.

While UNDP and DPKO are the sole implementing organizations under this particular project, the aim is to bring the UN system together to design a longer term joint approach to rule of law across Sudan. The ultimate aim is to contribute to ***rule of law and the promotion of security*** for all Sudanese, through responsive institutions and empowered communities. The future Rule of Law and Access to Justice Programme will be guided by a single strategy for promoting the rule of law, and a single programme ensuring coherence within and between components, whilst being soundly based on national strategies and the UNDAF. This coherence will be consolidated through annual work plans based upon the programme strategy and principles. This merger which the inception project works towards will:

* For UNDP facilitate introduction of a more pointed strategy bringing all ROL projects in UNDP under one programme which will foster closer synergies between projects in furtherance of the 2013‐2016 CPD outcomes;
* Promote a more coherent capacity building approach across government institutions;
* Provide a more coherent approach that holds more potential in terms of changing policies, practices and attitudes to enable sustainable transformational change in communities;
* Allow for a more cost‐efficient management system through a leaner and more stream‐lined programme team, as well as building on the comparative advantages that each UN entity has to offer; and
* Enable improved monitoring and evaluation of programme impact and outcome‐level results.

Within UNDP specifically, this new phase of programming is in line with the CPAP 2013-16 outcome and outputs. In particular, the programme contributes to the CPAP Outcome 6: People in Sudan are protected under an enabling environment that guarantees rule of law, basic rights and fundamental freedoms; as well as CPAP Output 6.1: Justice institutions, including customary and traditional justice and security systems at state/ local levels are strengthened to provide effective, equitable and timely justice/ protection services in line with international standards; Output 6.2: Availability of legal aid facilities meeting needs of needy populations increased to strengthen protection of basic rights, equal access to justice for all; and Output 6.3: Regulatory framework and mechanisms for addressing Violence Against Women (VAW) established, judiciary and traditional leadership.

The programme is designed within Focus Area 2 (Inclusive Governance and the Rule of Law) of the UNDP Strategic Plan 2014 – 2017, and contributes therefore to the achievement of SP Outcome 2: Citizen Expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

The Bridge and Inception Project to promote Rule of Law and Access to Justice in Sudan will provide a platform to consolidate all UN rule of law assistance with the aim of creating a longer term national framework to ensure a more sustainable outcome from UN programmes while operating with limited resources. In several other countries UNDP and Rule of Law components in DPA and DPKO Missions have been pulling together in the attempt to create joint frameworks using comparative advantages of each organization. UNDP is able to come in with longer term planning, programming and funding for activities while the Missions are able to offer expertise, manpower and operational support and in some cases better access to challenging areas. Ultimately this collaboration is aimed at pulling in all relevant agencies working on Rule of Law to create better synergies and to maximize resources and impact of interventions.

**Project strategy and main objectives**

UNDP’s focus will continue to be on increasing the trust of the Sudanese population in justice and security institutions by improving the relationship between citizens and the State to ensure broad-based participation and local ownership.

UNDP in collaboration with UNAMID (and potentially UNISFA should circumstances allow) will implement an increased sector-wide approach to ensure that different actors are involved in the design and implementation of the activities. Not least will this be important during the inception phase of the bigger Rule of Law Programme for Sudan which is envisaged to come into being in 2015. The focus of the approach will be in three main areas:

1. Increasing access to justice through the use of innovative techniques in expanding legal empowerment in Sudan;
2. Developing the capacity of justice sector actors (e.g. law-makers, police, lawyers, judges, and native administrations) through the establishment of a comprehensive sustainable training modules system that can be updated in accordance with the advancement of the justice sector;
3. Supporting initiatives to reform the law through analysis, technical advice, and advocacy.

The programme approach draws on lessons and guidance from UNDP’s past experience both globally and in Sudan, including UNDP’s lessons on supporting governance in fragile states recently captured in the Governance and Peace framework.

The bridge and inception programme will not only focus on building relations with other UN agencies and UNAMID to achieve a more joint approach, but will continue to balance its work with state institutions and political processes, and engage with communities, non-state actors and traditional leaders working to foster a resilient society. This will be done through simultaneous engagement to support justice and security service provisions through local governments, as well as by identifying innovative ways of bringing the population into participatory processes, with a particular focus on supporting community-based organizations and representatives from marginalized groups. In Darfur and Abyei both UNAMID and UNISFA will support these approaches by facilitating access to areas where UNDP is currently not in place to offer assistance, as well as use staff resources from both Missions to help with the implementation on the ground, which includes large outreach to the local communities.

Broadly, the programme approach, *at community level*, will be focused on providing access to justice through provision of legal aid services and expanding justice and confidence centers. This approach is based on what has been successful in the past, namely working on legal aid which has had large impact on access to justice for vulnerable populations. At the *institutional level*, the programme emphasis will be to support improvement in delivery of justice services through a sector-wide approach. Working with different stakeholders including police, prosecution, courts, lawyers, paralegals and native administration, capacity development support shall be undertaken with a focus on delivery of services by ensuring a functioning justice chain. When it comes to working with state institutions, it is essential to link regional efforts with national policies and institutions to ensure sustainability of the interventions, and UNDP is well placed to make those linkages.

In targeting justice sector institutions with focus on institutional capacity building, this project is consistent with the theory of change principle associated with UNDP Strategic Plan Outcomes 2 and 3 namely, strengthening the capacity of institutions to lead the development process and deliver justice, security and other basic services. This capacity includes the ability of institutions to be innovative, encourage and generate collective action at different levels of government, and engage with men and women and communities, including the most marginalised ones, equitably, accountably and responsively. In this case, justice sector institutions that are targeted for support will have their duty bearer responsibilities strengthened.

In addition, in targeting females and ensuring respect for their human rights, and increased access to justice, this project is consistent with the theory of change where where for many decades, the UN has made significant progress in advancing gender equality, including through landmark agreements and most recently the creation of UN Women. The equal rights and inherent human dignity of women and men are enshrined in the Charter of the United Nations, the Universal Declaration of Human Rights, the Convention on the Elimination of All Forms of Discrimination against Women and the Declaration and the Convention on the Elimination of Violence against Women. The 1995 Beijing Platform for Action recognized the need for concrete measures to be taken to accelerate the achievement of women’s human rights, as did the Millennium Declaration, which recognized that reducing gender inequalities is essential to achieving all the Millennium Development Goals.

**Project Design Parameters:**

The project target groups are the justice sector institutions (GoS Police, Prisons, Judiciary, Ministries of Justice, Bar Associations, womens networks, legal aid networks) and private lawyers, paralegals, NGOs and CBOs. These are institutions represented at both federal and state and locality levels with the primary responsibility for protection of human rights, awareness raising on anumber of Sudanese laws, formulation of strategies that promote gender empowerment and protection of females against female gender based violence.

The project will be implemented in all the 5 states of Darfur and activities have will be initiated at both state and community levels). The number of potential beneficiaries of the project are the entire human population of Darfur estimated at **XXX** as the interventions planned have implications for improved delivery of justice sector services.

Provision has therefore been made for the stakeholders to own the strategy, and fully participate in its design, implementation and oversight. It is well known that ownership and participation are essential for successful strategic management and the key to the success of any strategy. It is crucial that the activities started under this project not only have impact during the duration of the project but that they are also sustainable when the project ends. The following factors have been taken in to account in the design of the project in order to bring about the said sustainability.

1. Provision has been made for the stakeholders to own the strategy and fully participate in its design, implementation. It is well known that ownership and participation are essential for successful strategic management and the key to the success of any strategy.
2. To the extent possible, the existing structures and processes of the State Governments will be used. Where the structures are weak they will be structured in the short run so that they provide continuity of the processes. New structures will be assumed in the long run as some system reforms may require restructuring.

The project will benefit from south – south cooperation, as a number of countries in the region have developed system spromoting women empowerment and legal aid processes. It is therefore planned that exchange visits to similar contexts will be undertaken to promote learning and enhance knowledge sharing.

The gender marker for ths project is 1 since the project contributes to gender equality and empowerment. The project makes this contribution through direct targeting of beneficiaries of legal aid and human rights awareness rainsing. In addition, one output of the project is dedicated to supporting women networks promote interventions that address gender violence. In that same output, family and child protection units, which are ocmponents of the GoS Police are being strengthened through formulation of a strategic plan to address gender viplence, and the FCPUs are also being physically capaciated to support female victims of gender based violence.

There are no known adverse environmental and soicla impacts of the project anticipated.

**Key Achievements in predecessor projects**

The following narrative is a summation of the key achievements and results under the SP II funding umbrella which funded all UNDP Access to Justice and Rule of Law Projects in the Sudan between 2004 and 2013.

* A strategy that worked particularly well in the regions was the integration of the access to justice and rule of law programme with Community Policing by using the same trusted community actors i.e. paralegals in the JCCs, to convey the messages of access to justice, dispute resolution and security. This resulted in a (human and cost) resource effective and coherent programme that brought all relevant actors together seamlessly. This made coordination of activities and dissemination of critical messages easier.
* The projects' design, by adopting a regional focus allowed for flexibility and customisation of programme activities to respond to local contexts and priorities, increasing the sense of buy in from vulnerable groups and ownership from key actors. This has a great bearing on the sustainability of the results. In areas like Darfur, the complementarity between the role of the paralegals and law enforcement institutions resulted in mutual referral systems evolving organically, increasing the odds for access to justice in vulnerable groups that hitherto lacked urgency.
* The successful implementation of the projects has contributed mostly to a qualitative increment in the capacities in the supply side institutions dispensing justice, as well as increasing the volumes of vulnerable groups, including women seeking justice mechanisms. Trust and confidence in RoL institutions increased i.e. 60% of citizens indicated confidence in the rule of law institutions to provide appropriate services.
* Effective partnerships were built with rights holders, particularly the vulnerable groups including IDPs, the poor and women on one hand, and duty bearers involved in delivery of services in the justice sector on the other. Ordinary citizens bridge the two, either as community members or through representative organisations of JCCs and lawyers networks. Many formal and informal partnerships have arisen as a result of the simultaneous engagement of the relevant government departments, as well as with non state institutions. The conducting of trainings of community members and officials *in tandem* was particularly useful for building a common framework for increased interactions, joint planning and implementation, thus setting off a process of mutual understanding and confidence building. This was particularly the case with the Community Policing Project.
* The legal aid services under this outcome area are perhaps the most impressive and visible result under SPII funding. The provision of legal aid in simplified processes and procedures to the vulnerable groups has provided an alternative form of justice that is expeditious, cost free and easily accessible. The Legal Administration Department of the Ministry of Justice that is charged with implementing legal aid faces severe resource and capacity constraints, and is not de-concentrated. Thus the legal aid services offered by paralegals and lawyers in the legal aid networks (LANs) fill in a gap in an area that is critical for the region.
* In Darfur, the establishment of 7 JCCs in IDP camps and the work they do with local communities, both within and outside the JCCs is one of the most successful components of the SPII Programme that has visible, far reaching and possibly sustainable impacts. Besides their training and awareness raising work, paralegals are also widely accepted and seen as legitimate mediators of disputes who effectively handle cases ranging from personal and family cases to theft and criminal cases. Rather than competing with, or presenting themselves as an alternative to tribal Native Administration justice institutions (eg Omda and sheiks) or the formal justice system (Police and Courts), over the years the paralegal have developed an excellent working relationship with the Omdas and Sheikhs who often refer cases to them, and similarly invite the paralegals to attend the mediation of cases, and with the formal justice system. Police and courts also sometimes refer cases back to the paralegals to mediate and resolve in collaboration with tribal leaders, implying that the value addition of the JCCs is recognised in the referral pathway.
* Statistics from the SP Annual Reports indicate that the overall case disposal rate within the Judiciary is low, while mediation seems to garner higher results.At a basic level, this would seem to indicate that the informal justice mechanisms have a better success rate than the formal justice systems, but does not give an adequate picture of whether those who accessed the courts lacked access to informal justice mechanisms or were referred.
* The adoption of public education outreach programmes on human rights issues has raised awareness on rights that could be claimed, hence building a demand in the vulnerable groups to seek redress. An estimated 45% of the vulnerable population in Eastern Sudan has been able to access legal aid services through the services of the paralegals in the JCC in Kasalla. In the Darfur Region, 10 000 persons annually were exposed to human rights awareness raising sessions through the paralegals in the JCCs, and over 300 cases were supported with legal aid through the legal aid networks annually. Over 250 cases annually were successfully mediated by the paralegals during 2011 – 2013.
* The decision to integrate mediation processes within the access to justice project was useful in diverting cases away from courts of law, particularly given the magnitude of IDPs , their problems and the crime spates that attended the wake of conflict. The UNDP recent Indicator Tracking Survey indicates that by 2012, 48% of the people in Khartoum and the Three Protocol Areas for example had knowledge about how to access informal non-governmental justice services. However, the traditional leaders were not as well integrated into the project as the formal institutions, yet records from the SP II database (including annual reports which are unfortunately not disaggregated by state) reveal that the largest number of cases are settled out of court, and that courts refer cases of a customary nature to these leaders and local mechanisms.
* There is anecdotal[[7]](#footnote-7) and empirical evidence[[8]](#footnote-8) to suggest that the totality of the SP II programmes have resulted in increased confidence in rule of law. About 60% of citizens have confidence in the rule of law institutions to provide effective and quality services. 47.3% have confidence in the police system by 2012 as opposed to 26.9% in 2009.[[9]](#footnote-9) Also, 67% point to increased security[[10]](#footnote-10).
* The Technical Bureau of the Judiciary that is in charge of compiling judgements confirmed that with the increased distribution of resource materials for judges and lawyers, the judgements they have compiled in the past two years are beginning to reflect usage of legal precedents and principels of law, leading to better jurisprudence . However, this has not resulted in meaningful case load reduction, and it was not possible to verify whether better performance in this area has resulted in fewer appeals being logded based on technicalities from flawed judgements. Reports from end users such as lawyers and judges in the region, particularly Darfur, also indicated that the quality of the law journals and adequacy of copies distributed requires more refinement.

**Main Challenges and planned responses**

However, there are some conceptual problems regarding the attainment of access to justice and legal aid by vulnerable groups under the SPII funded programme. The focus of outputs is based on the assumption that the major barrier to accessing justice is lack of institutional capacity (on the side of service providers),and lack of confidence in the public institutions. These are indeed constraints; 39.8% still lack confidence that they will receive fair and just treatment at the hands of the law institutions[[11]](#footnote-11). Further, 75.3 % of sampled populations in a UNDP survey indicated that they still face challenges accessing formal institutions of justice, citing location, high costs and illiteracy. However, the adequacy of current legal frameworks to promote justice is also questionable, yet programming under SP II focused more on capacity enhancement than addressing contextual and structural frameworks through seeking administrative, policy and legislative reforms in areas such as victim rights, state sponsored legal aid, the role of traditional justice actors in dispensing customary, personal and primary justice and institutional mandates.

While the SPII programme was conceptualized and premised on the model of decentralization, in essence, most of the SPII partner institutions in government from the Police, Judiciary and Prisons Department (of the police) work in the context of highly centralized operations. This has introduced a lot of slippage in terms of knowledge management and retention, sustainability and decision making, which resulted in delays at the cost of programme implementation. The redeployment of trained personnel has also aggravated the cost of training in terms of resources and time, and has a counterproductive effect on capacity building of the institutions, (although on the flip side one could argue that the multiplier effect of redeploying trained personnel to other regions could still be of some value). In some projects like Community Policing, UNDP projects staff in Blue Nile and Darfur states negotiated with the Government Police HQs to approve a degree of decentralized to personnel in Blue Nile and Darfur states, as well as in one instance, to exempt 19 police officers trained as primary trainers from regular redeployment elsewhere.

This programme will therefore aim to build upon the successes and positive achievements attained under SP I and SP II funding, while attempting to address challenges encountered. It is envisaged that through this approach, a vibrant and sustainable programme with long term benefits to the beneficiary population and institutions will be realized.

# II. Annual Workplan 2015

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| **Relevant SP outcome indicators:** | **3.3** **Access to justice services**, disaggregated by type of service (civil/criminal justice services). |
| **Relevant SP output indicators:** | 2.3.1 Number of countries with strengthened operational institutions supporting the **fulfillment** of nationally and internationally **ratified human rights obligations****3.4.1:** Number of people who have **access to justice**, disaggregated **by sex** |
| **Relevant CP outcome indicators:** | 1. Number of justice institutions per 100,000 residents in selected states, disaggregated by type of institutions
2. % of people expressing high confidence in and easy access to rule of law institutions disaggregated by gender disaggregated by state
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| **EXPECTED OUTPUTS** | **PLANNED ACTIVITIES** | **Quarter** | **RESPONSIBLE PARTY** | **PLANNED BUDGET** |
| --- | --- | --- | --- | --- |
| 1 | 2 | 3 | 4 | **Funding Source** | **Budget code** | **Budget Description** | **Amount (US$)** |
| **Output 1: Improved Justice, Security and Human Rights provided by state actors through more effective, equitable and timely justice and protection services****Output 1.1: Improved credibility and efficacy of the justice system by ensuring legal representation to citizens in need*****Indicators****:* 1.1: # of criminal justice forums established and frequency of meetings1.2:# justice strategy plans roll out for the prosecutor1.3: # of joint training sessions conducted on the human rights approach for justice sector officials1.4: # of joint training sessions conducted on strategic planning processes for justice sector officials1.5 # of joint training sessions on budgeting processes conducted for justice sector officials1.6: # of legal aid provider clients (individual and communities) disaggregated by gender (% of women) assisted with legal aid counselling***Baseline (2013):***1.1: No criminal justice forum exists1.2: No strategic plan exists for the Prosectors Office1.3: Limited awareness and knowledge on the human rights approach, strategic planning and budgeting processes among police, prison staff and judiciary1.4: 30% of people report high confidence in and easy access to rule of law institutions overall; 20% women report high confidence; 22% reported easy access (2013)***Targets****:*1.1: Two criminal justice forums established at regional level (one in Darfur and one in eastern Sudan) and quarterly meetings held 1.2 Strategic Plan for the Prosecutor developed1.3: 6 Strategic planning training sessions provided to selected justice sector institutions (5 in Darfur and 1 in Eastern Sudan)1.4: 70% of citizens report confidence in and easy access to rule of law institutions1.3: 100 paralegals and lawyers trained to provide legal aid at all stages of the criminal justice process. At least 200 cases handled  | * 1. Activity Result.: Criminal justice forum established at regional level in Darfur to identify and discuss criminal justice issues

1.1.1 Action: Establish a regional criminal justice forum, including membership and structure 1.1.2. Action: Facilitate regular (quarterly) meetings of the forum 1.2 Activity Result: Facilitate and strengthen national and regional strategic planning processes in justice sector institutions1.2.1Action.Review and provide training on design and development of the strategic plans at national and regional levels for prioritised justice sector institutions the Prosecutor.1.2.2 Develop and implement training workshops on budgetting processes for justice sector institutions in Sudan  |  |  |  |  | UNDP and UNAMID |  | BCPRBCPRBCPRBCPRBCPRBCPRBCPR | Training workshopsDSA costsConsultantsTraining workshopsConsultantsTraining workshopsTraining workshops | **6,203****19,276****25,000****7,121****25,000****14,243****9,495** |
| 1.3 Activity Result: Capacity development programme on human rights approach for the police, prisons officers, judiciary and paralegals delivered 1.3.1 Action: Undertake review and update and design and implementation of training modules, (tailored to the justice sector institutions (Prosecutor, Judiciary, Police and Corrections)  1.3.2 Action: Piloting of joint training sessions initiated at the national and state levels to improve understanding on the justice chain |  |  |  |  | UNDP and UNAMID |
| 1.4 Activity Result: Legal aid services made available to local communities  1.4.1 Action: Identify a cadre of paralegals and provide training sessions on the provision of legal assistance, including mentoring on provision of services in court hearings 1.4.2 Action: Provide individual legal advice to clients who are eligible for legal aid services by UNDP 1.4.3 Action: Represent legal aid clients in courts of law |  |  |  |  | UNDP and UNAMID |
|  |  |  |  |  |  |
| **Output 1. 2. Increased capacity and improved services in the correction systems adhering to basic human rights*****Indicators:***1.2.1: # of refresher courses for GoS prisons officers on human rights approach to prisons management and # of training courses for newly recruited prisons officers for a total of # participants 1.2.2: # of water tanks constructed to address water needs of selected prisons1.2.3.: #of vocational and livelihood skills training workshops established and type of tools and equipment procured***Baseline (2013):***1.2.1: Many newly recruited prisons officers in Darfur identified as in need of training 1.2.2:Water supply in most prisons in Sudan inadequate/non-functional1.2.3: No vocational and livelihood skills training workshops in Darfur prisons**Targets**1.2.1: 6 refresher courses for GoS prisons officers on human rights approach to prisons management and 6 training courses for newly recruited prisons officers conducted in all five Darfur states for 300 participants 1.2.2: 1 underground water tank (250,000 liters) and 1 elevated water tank (40,000 liters) constructed at Shallah Federal Prison in El Fasher to address water needs 1.2.3: 6 vocational and livelihood skills training workshops established and tools and equipment for welding and metal works, carpentry, masonry, auto-mechanics, and tailoring procured in 6 Darfur prisons (Shallah Federal Prison in El Fasher; Kheir Khanaga Women Prison in El Fasher; Central Prison in Nyala; Ardamata Prison in El Geneina; Zalingei Prison; and El Daein Prison) thus reducing the prisons population particularly minors through implementation of re – integration programmes | 1.2.1 : Activity Result: Enhanced capacity of prison management on human rights and human management 1.2.1.1 Action: Conduct 6x2-week refresher courses for GoS prisons officers on human rights approach to prisons management and 6x3-week training courses for newly recruited prisons officers in all five Darfur states. In addition, conduct TOT training for prisons officers in Darfur and middle management courses for prisons officers1.2.1.2 Action: Review existing curricula and update the training modules, and where applicable develop new curricula |  |  |  |  | UNDP and UNAMID |  | BCPRBCPRBCPRBCPR | Training workshopsProcurement of water tanksCivil worksVocational skills tools | 60,13670,00040,00080,000 |
| **1.2.2 Activity Result: Prison systems improved by providing humane, safe and secure environments for detainees**1.2.2.1 Action. Initiate procurement of contracting services to address urgent needs in prisons1.2.2.2 Action. Undertake construction of water tanks in Shallah Federal Prison to address water needs of the main Prison, Women Prison and the Juvenile Home1.2.3 Activity Result**:** Vocational and livelihood skills training workshops established in Darfur prisons to facilitate reintegration of detainees1.2.3.1 Action. Initiate procurement of contracting services to address urgent needs in prisons1.2.3.2 Action. Conduct an assessment of institutional capacities and vocational training and reintegration needs of detainees of prisons in Darfur states (Shallah Federal Prison in El Fasher; Kheir Khanaga Women Prison in El Fasher; Central Prison in Nyala; Ardamata Prison in El Geneina; Zalingei Prison; and El Daein Prison) and also in Eastern Sudan Region and Khartoum state1.2.3.3 Action. Establish vocational and livelihood skills training workshops in Darfur prisons, and procure necessary tools and equipment 1.2.3.4 Action. Conduct vocational trainings and reintegration activities for detainees in Eastern Sudan and Khartoum state |  |  |  |  |
| **Output 1.3: Enhanced effectiveness of the Government of Sudan Police through improved management to offer better services and protection to citizens*****Indicators:***1.3.1: #of capacity development trainings, including strategic planning conducted for police officers1.3.2: #civilian oversight mechanisms in place***Baseline (2013):***1.3.1:Limited knowledge of police officers in strategic planning processes1.3.2: No existing institutionalisation of civilian oversight***Targets (2015):***1.3.1:# senior police management and leadership M/F trained on strategic planning 1.3.2: Civilian Oversight Mechanisms drafted through 2 consultations and workshops  | 1.3.1: Activity Result: Strengthened capacity of Sudan police in the strategic planning processes1.3.1.1 Actions: Support training and capacity building for planning at state and locality levels1.3.1.2 Actions: Formulation of the strategic plan and linking them to the national plan1.3.1.3 Actions: Establishment of the Police Advisory Committees at state level which are linked to the Federal Police 1.3.2: Activity Results: Capacities of GoS, Popular Police and CSOs strengthened to apply the concept of community policing1.3.2.1: Actions: Develop and deliver training curriculum on community policing 1.3.2.2: Data collection of incidents collected by the community oversight mechanism 1.3.2.4: Establishment of Civilian Oversight Mechanisms and collaboration platforms |  |  |  |  | UNDP and UNAMID |  | BCPRBCPRBCPRBCPR | ConsultantTraining workshopsConsultantTraining workshops | 5,00014,4955,0007,913 |
| **Output 1.4: Human Rights Commission´s presence is extended to sub-national level*****Indicators:***1.4.1: #of capacity development trainings conducted to Sudan National Human Rights Commission staff and key stakeholders1.4.2: New committee in Darfur established and strategic priorities for Darfur defined ***Baseline (2013):***1.4.1:100 complaints received and no data on caseload age 1.4.2.No office existing outside of Khartoum***Targets (2014/2015):***1.4.1:Procedures and steps developed for intake, investigations, referrals, reporting, urgent cases, confidentiality, and systemic cases 1.4.2: Special committee on Darfur in place and strategic priorities for Darfur established  | 1.4.1: Activity Results: Complaints management infrastructure strengthened 1.4.1.1. Actions: Establishment and the development of a committee mandate within the SNHRC?? 1.4.1.2. Actions: Procedures on filing complaints to the Sudan National Human Rights Commission introduced through training and capacity development programme opf stakeholders |  |  |  |  |  |  | BCPR | XXXXX | 5,000 |
| **Sub –Total Output 1:** |  |  |  |  |  |  |  |  |  | **393,882** |
| **GMS (8%)** |  |  |  |  |  |  |  |  |  |  |
| **Total Output 1** |  |  |  |  |  |  |  |  |  |  |
| **Output 2: Access to legal aid and protection for vulnerable groups strengthened** |
| **Output 2.1: Legal aid improved through increase in legal aid providers offering better services and greater access to vulnerable people*****Indicators:***2.1.1: % of people expressing high confidence in and easy access to rule of law institutions disaggregated by gender disaggregated by state2.1.2: : # of legal aid provider clients (individual and communities) disaggregated by gender (% of women) assisted with legal aid counselling***Baseline (2013):***2.1.1: 30% of people report high confidence in and easy access to rule of law institutions overall; 20% women report high confidence; 22% reported easy access (2013)2.1.2. 4 Legal aid network (LAN) organisations and 4 JCCs in Darfur were fully functional and active during 2013. 161 (in 2014) for eastern Sudan.***Targets (2015):***2.1.1: 50% report high confidence overall; 30% women report high confidence; 30% report easy access.2.2.2: 300 clients (30% women) assisted  with legal aid counselling at the 8 existing JCCs across Darfur and 150 clients in eastern Sudan | **2.1.1: Activity Results: Network of legal aid providers, including JCCs, enhanced to reach vulnerable and marginalized groups**2.1.1 Action: Establish additional JCCs, particularly in Darfur 2.1.2 Action: Provide continuous support to the JCCs through a grant system and establish three additional JCCs in Darfur.2.1.3 Action: Connect the network of legal aid providers to the Criminal justice forum2.1.4 Action: Support the development of State legal aid criteria through consultations with lawyers’ networks, bar associations, private lawyers and community groups.2.1.5 Action: Develop and deliver training programmes to paralegals, lawyers, and Bar association on legal aid at all stages of the criminal justice process  |  |  |  |  | UNDP and UNAMID |  | BCPRBCPR | Civil worksGrantsTraining workshops | 14,24375,96125,320 |
| **Output 2.2: Independent legal aid providers increase with better capacity including within universities*****Indicators:***2.2.1: # of legal aid clinics established in # of universities 2.2.2: # of paralegals and lawyers trained to provide legal aid at all stages of the criminal justice process***Baseline (2013):***2.2.1: No legal aid clinic exist in Darfur2.2.2: Limited number of citizens, networks and other groups aware of legal aid and engaged in rights advocacy and policy change***Targets (2015):***2.2.1: 1 legal aid clinic established in El Fasher University as a pilot2.2.2: 10 NGOs and CBOs participating in access to justice trainings (at least 2 workshops in each state in Darfur) and 2 NGOs/CBOs in eastern Sudan | **2.2.1: Activity Results: Institutional bodies for provision of free legal aid in civil and criminal law matters established and providing services** 2.2.1.1: Actions: Analyze the established free legal aid system in criminal and civil law matters in terms of the effectiveness and efficiency of the free legal aid system 2.2.1.2: Actions: Legal Aid Centers and local organizations receive financial and substantive support through training and policy support to carry out legal aid2.2.1.3: Actions: Support provided to the establishment of legal aid clinics within universities2.2.1.4: Actions: Provide assistance in development of the training module and structure for the aid clinic2.2.1.5: Actions: Development and implementation of an outreach programme on access to justice and legal aid in collaboration with legal aid providers, universities, CSOs and NGOs2.2.1.6: Actions: Promote dialogue between communities, civil society, authorities, police and other civilians on human rights issues |  |  |  |  | UNDP and UNAMID |  | BCPRBCPR | GrantsTraining workshops | 85,4579,748 |
| **Output 2.3: Legal aid and rehabilitation support extended to detainees during imprisonment as well as post imprisonment*****Indicators:***2.3.1: # of new legal aid desks established to provide legal aid services to detainees in selected prisons, and where already existing strengthened2.3.2: # of NGOs and lawyers groups trained on the criminal justice process ***Baseline (2013):***2.3.1: Two legal aid desks established in the selected prisons in Darfur but not yet effectively functional2.3.2: There is little knowledge on the alternative dispute resolution mechanisms***Targets (2014/2015):***2.3.1: 6 legal aid desk fully established to provide legal aid services to detainees in in 6 Darfur prisons (Shallah Federal Prison in El Fasher; Kheir Khanaga Women Prison in El Fasher; Central Prison in Nyala; Ardamata Prison in El Geneina; Zalingei Prison; and El Daein Prison)2.3.2: At least 400 representatives of NGOs and lawyers groups trained on the criminal justice chain | **2.3.1: Activity Result: Legal aid desks in prisons in Darfur states and established to provide legal aid services to detainees**2.3.1.1. Action: Establish legal aid desks as an element of the prison administration, in cooperation with prison management in selected prisons in each Darfur state 2.3.1.2. Action: Provide training for recruited legal aid desk officers and lawyers in the Darfur prisons 2.3.1.3. Action: Facilitate engagement with existing legal aid networks and Sudan Human Rights Commission**2.3.2.Activity Results: Empower civil society in the area of access to justice**2.3.2.1. Action: Provide support to CSOs and empower victims of crime to access justice through the courts; apply alternative dispute resolution mechanisms at any stage of the criminal justice process2.3.2.2. Action: Strengthen capacity of lawyers groups and local NGOs to provide legal aid at all stages of the criminal justice process (in particular in police stations on arrest, in prisons and in the lower courts) |  |  |  |  | UNDP and UNAMID |  | BCPRBCPR | Office furniture and equipmentTraining workshops | 18,9907,596 |
| **Output 2.4: Sudanese Police Force and Community Policing Volunteers increase protection of vulnerable groups and facilitate access to justice*****Indicators:***2.4.1: # of Police, CPVs and CSOs trained on community policing2.4.2: # of Community Policing Volunteers (CPVs) trained in various aspects of community policing and functions of paralegals and equipped***Baseline (2013):***2.4.1: Limited knowledge of Police officers and community volunteers of the justice system and people’s rights2.4.2: Community Policing Volunteers (CPVs) lacking training and ill-equipped to carry out their function***Targets (2014/2015):***2.4.1: At least 100 police and 50 CSOs trained on community policing in each state of Darfur2.4.2: 250 Community Policing Volunteers (CPV) trained in various aspects of community policing and functions of paralegals and equipped with essential items in all five Darfur states. | **2.4.1 Activity Results: Community Policing Volunteers (CPV) trained in various aspects of law enforcement and equipped to increase involvement of community police in access to justice**2.4.1.1. Action: Needs assessment conducted to identify the training needs for police staff responsible for the services to community2.4.1.2. Action: Conduct training sessions on community policing with focus on access to justice and human rights for officers and CSOs. 2.4.1.3. Action: Conduct training sessions on community policing and link to the functions of paralegals for the CPVs in all 5 Darfur states2.4.1.4. Action: Procure essential items for building the capacity of community policing volunteers2.4.1.5. Action Oversight mechanisms established in targeted communities done with support of local CSOs and NGOs. |  |  |  |  | UNDP and UNAMID |  | BCPRBCPR | Training workshopsProcure supplies/office furniture and equipment | 18,99025,000 |
| **Sub-TOTAL Output 2:** |  |  |  |  |  |  |  |  |  | **281,306** |
| **GMS (8%)** |  |  |  |  |  |  |  |  |  |  |
| **TOTAL Output 2** |  |  |  |  |  |  |  |  |  |  |
| **Output 3: Violence Against Women (VAW) is addressed through access to justice, legal advocacy, paralegal services, victims assistance, judicial reform, and awareness-raising within rule of law institutions** |
| **Output 3.1: Organizational capacity of women’s groups and networks strengthened to advocate for access to justice for women and combatting VAW*****Indicators:***3.1.1: # of women's networks engaged in rights advocacy and policy change supported***Baseline (2013):***3.1.1: NGOs/CBOs present but have not formed a consortium to coordinate support to women and children on SGBV issues and advocacy ***Targets (2014/2015):***3.1.1: Two women's networks engaged in rights advocacy and policy change supported | **3.1.1: Activity Result: Existing women group/CSOs engaged in rights advocacy and policy change to combat gender-based violence supported**3.1.1.1 Actions: Establishment of the women networks at state level, and where they exist strengthen them to coordinate action on SGBV issues 3.1.1.2 Actions: Development and implementation of a training programme for identified women networks3.1.1.3 Actions: Launch public education campaigns on access to justice, legal advocacy, awareness raising, violence against women and reproductive health amongst others3.1.1.4 Actions: Develop and distribute information materials on applicable Sudanese laws and rules with a focus on issues, such as, gender equality, SGBV and dissemination at village and state levels |  |  |  |  | UNDP and UNAMID |  | BCPRBCPR | Training workshopsSupplies | 13,92613,000 |
| **Output 3.2: The Justice sector has improved capacity to address sexual and gender-based violence*****Indicators:***3.2.1: # of SGBV/GBV cases handled/processed by State Police in selected state in Darfur***Baseline (2013):***3.2.1: Lack of aggregated data on SGBV/GBV***Targets (2015):***3.2.1: 150 cases handled/processed by State Police in selected state in Darfur | **3.2.1 Result 3.2.1: Tracking mechanism and data base established to monitor and record SGBV/GBV incidents**3.2.1.1 Action: Development of a tracking mechanism and data base at Khartoum and in one state of Darfur as a pilot3.2.1.2 Action: Provide on-the-job training to relevant institutions on the use of the tracking mechanism and data base 3.2.1.3 Action: Carry out a study in coordination with other stakeholders on key issues related to domestic violence, divorce, SGBV, child abuse, impact of laws and tradition on VAW amongst others3.2.1.4: Action: Establish through partners victim counseling services, including legal, medical, trauma/psychological support  |  |  |  |  | UNDP and UNAMID |  | BCPRBCPRBCPR | ConsultantsGrantsDatabase | 20,00011,869XXXX |
| **Output 3.3: Strengthened capacity of the family protection units at state level*****Indicators:***3.3.1: # of Strategic plans on GBV developed and adopted by State police***Baseline (2013):***3.3.1: Police doesn’t have a strategy to combat gender based violence ***Targets (2014/2015):***3.3.1: Formulation of a strategy to combat Gender Based Violence Strategy whose provisions are implemented using innovative approaches | **3.3.1 Activity Result: Partnerships to address gender-based-violence and sexual harassment strengthened**3.3.1.1 Actions: Provision of support in the formulation, drafting and development of a strategy to combat GBV 3.3.1.1 Actions: Training programme conducted on the process of development of strategic plans3.3.1.1 Actions: Family protection units are established/strengthened and made fully functional3.3.1.1 Actions: Joint training modules developed for family protection units on:* SGBV investigations and evidence gathering
* how to process victims of GBV
* psycho social support
* alternative dispute resolution mechanisms
 |  |  |  |  | UNDP and UNAMID |  | BCPRBCPR | Training workshopsOffice equipment and furniture | 46,33015,825 |
| **Sub – Total Output 3:** |  |  |  |  |  |  |  |  |  | **120,951** |
| **GMS (8%)** |  |  |  |  |  |  |  |  |  |  |
| **TOTAL Output 3** |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
| **Out put 4. Project Management and Implementation**  |
| **Output A.1** Project Monitoring, Reporting and Evaluation activities implemented timely and with the required quality. ***Indicators:****A.1.1 Number of quarterly reports specifying support and technical advice given* *A.1.2: Numbers of joint meetings reflecting planning and joint review of interventions* ***Baseline:*** *A.1.1: Limited monitoring visits to support implementation by project staff**A.1.2 : No quarterly planning and review meetings held during 2014****Targets:****A.1.1: one monitoring and implementation support mission undertaken on a quarterly basis**A.1.2: Quarterly review and planning meetings with beneficiary institutions in each state* | A.1.1 Activity Result: Project Monitoring, reporting and evaluation of results enhanced A.1.1.1 Action. Undertake implementation support missions to different states and localities A.1.1.2 Action: Engage beneficiary institutions in quarterly planning and review meetingsA.1.1.3. Final project evaluation undertaken to assess outcomes and impacts according to UNDP criteria |  |  |  |  | UNDP and UNAMID |  |  |  |  |
|  |  |  |  | UNDP and UNAMID |  | BCPRBCPRBCPRBCPRBCPR | Staff costsTravelSuppliesCost sharingConsultants | 96,00015,0006,00040,00030,000 |
| **Output A.2**The project team adequately staffed and has the required capacities.***Indicators:****A.2.1: Number of project staff recruited**A.2.2: Implementation agreements and* *A.2.3. project financing available****Baseline:****A.2.1: Project has only one substantive staff member supported by a consultant**A.2.2: Implementation agreements concluded during 2014**A.2.3. Project financed from UNDP sources (TRAC and 11888)****Targets:****A.2.1: National staff recruited to support the project**A.2.2: 5 implemnetation agreements in place**A 2.3: Project financing secured from UNDP (TRAC and 11888 sources)* | A.2.1 Activity Result: Project management and implementation enhanced A.2.1.1 Action: Recruitment, deployment and remuneration of key project personnel A.2.2.2 Action: Procurement of equipment and supplies for the office |  |  |  |  | UNDP |  |  |  |  |
| **Output A.3**Risk and issues and lessons-learned effectively managed. ***Indicators:****A.3.1 Frequency of risks, issues and lessons learned documented**A.3.2 Measures to mitigate risks are drafted/in place.**A.3.3. Knowledge gained and lessons learned have been integrated within the newly articulated plans.****Baseline:****A.3.1 There is no  regular update for risks and issues within ATLAS* *A.3.2 There are no measures to mitigate risks.**A.3.3 There is no/lack of follow on lessons learned or knowledge gained.* ***Targets****:**A.3.1 Regular updates done on a quarterly basis.**A.3.2. Risks mitigation measures are made available/ in place.**A.3.3 Follow up on the project information, implementation plan and lessons learned documentation made, and integration ensured*   | A.3.1 Activity Result. Mitigation measures for identified risks in place and enhanced  |  |  |  |  |  |  |  |  |  |
| A.3.2 Activity Result: Lessons learnt from programme implementation available and shared |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  | UNDP and UNAMID |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
| **Sub –Total Output 4** |  |  |  |  |  |  |  |  |  | **187,000** |
|  |  |  |  |  |  |  |  |  |  |  |
| **TOTAL PROGRAMME COSTS** | **US$ 983,138** |
| **2%2bbbbbb1% Communication** |  **US$ 9,831** |
|  **2% Security** |  **US$ 19,663** |
|  **8% GMS** |  **US$ 78,651** |

# III. Project Management Structure

This section should describe the project set-up. Please include all staff positions (title and location) involved in the delivery of the project.

**Project Manager/Regional Program Manager**

UNDP

**Project Board**

**Senior Beneficiary**

states’ Ministry of Finance State ALeg

**Executive**

UNDP,

**Senior Supplier**

Donors

**Project Assurance**

UNDP Program Officer

**Project Support**

UNDP services

**Project Organisation Structure**

**TEAM**

* Rule of Law Officers

# IV. Monitoring Framework And Evaluation

**M&E Plan Matrix:**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Indicators**  | **Indicator Type** | **Data collection method & source** | **Frequency**  | **Quarter** | **Responsible**  | **Resources** |
| ***1*** | ***2*** | ***3*** | ***4*** |
| # of criminal justice forums established and frequency of meetings | Project | Survey, Reports from IPs (i.e. government institutions  | Quarterly |  |  |  |  | UNDP, UNAMID, IPs |  |
| # A justice-chain strategy plan developed for the Prosecutor | Project | IP Reports, Project Reports | Quarterly |  |  |  |  | UNDP, UNAMID, IPs |  |
| # of joint training sessions conducted on the human rights approach for justice sector officials | Project | IP Reports, Project Reports | Quarterly |  |  |  |  | UNDP, UNAMID, IPs |  |
| # of joint training sessions conducted on strategic planning processes for justice sector officials | Project | IP Reports, UNDP Monitoring reports | Quarterly |  |  |  |  | UNDP, UNAMID, IPs |  |
| # of joint training sessions on budgeting processes conducted for justice sector officials | Project | IP Reports, UNDP monitoring reports | Quarterly |  |  |  |  | UNDP, UNAMID, IPs |  |
| # of legal aid provider clients (individual and communities) disaggregated by gender (% of women) assisted with legal aid counselling | SP, Project | IP Reports, UNDP Monitoring reports | Monthly |  |  |  |  | UNDP, UNAMID, IPs |  |
| # of refresher courses for GoS prisons officers on human rights approach to prisons management and # of training courses for newly recruited prisons officers for a total of # participants  | Project | IP Reports, UNDP monitoring reports | Quarterly |  |  |  |  | UNDP, UNAMID, IPs |  |
| # of water tanks constructed to address water needs of selected prisons | Project | IP Reports, UNDP monitoring reports | Quarterly |  |  |  |  | UNDP, UNAMID, IPs |  |
| #of vocational and livelihood skills training workshops established and type of tools and equipment procured | Project | IP Reports, UNDP monitoring reports | Quarterly |  |  |  |  | UNDP, UNAMID, IPs |  |
| #of capacity development trainings, including strategic planning conducted for police officers | SP, Project | IP Reports, UNDP monitoring reports | Quarterly |  |  |  |  | UNDP, UNAMID, IPs |  |
| #civilian oversight mechanisms in place | Project | IP Reports, UNDP monitoring reports | Annual |  |  |  |  | UNDP, UNAMID, IPs |  |
| #of capacity development trainings conducted to Sudan National Human Rights Commission staff and key stakeholders | project | UNDP Reports | Quarterly |  |  |  |  | UNDP, UNAMID, IPs |  |
| New committee for SNHRC in Darfur established and strategic priorities for Darfur defined  | Project | UNDP Reports | Annual |  |  |  |  | UNDP, UNAMID, IPs |  |
| % of people expressing high confidence in and easy access to rule of law institutions disaggregated by gender disaggregated by state | SP, Project | UNDP Reports | Annual |  |  |  |  | UNDP, UNAMID,  |  |
| # of legal aid provider clients (individual and communities) disaggregated by gender (% of women) assisted with legal aid counselling | SP, Project | IP Reports, UNDP monitoring reports | Quarterly |  |  |  |  | UNDP, UNAMID, IPs |  |
| # of legal aid clinics established in # of universities  | SP, Project | IP Reports, UNDP monitoring reports | Bi annual |  |  |  |  | UNDP, UNAMID, IPs |  |
| # of paralegals and lawyers trained to provide legal aid at all stages of the criminal justice process | SP, Project | IP Reports, UNDP monitoring reports | Quarterly |  |  |  |  | UNDP, UNAMID, IPs |  |
| # of new legal aid desks established to provide legal aid services to detainees in selected prisons, and where already existing strengthened | SP, Project | IP Reports, UNDP monitoring reports | Quarterly |  |  |  |  | UNDP, UNAMID, IPs |  |
| # of NGOs and lawyers groups trained on the criminal justice process  | SP, Project | IP Reports, UNDP monitoring reports | Quarterly |  |  |  |  | UNDP, UNAMID, IPs |  |
| # of Police, CPVs and CSOs trained on community policing | Project | IP Reports, UNDP monitoring reports | Quarterly |  |  |  |  | UNDP, UNAMID, IPs |  |
| # of Community Policing Volunteers (CPVs) trained in various aspects of community policing and functions of paralegals and equipped | Project | IP Reports, UNDP monitoring reports | Quarterly |  |  |  |  | UNDP, UNAMID, IPs |  |
| # of women's networks engaged in rights advocacy and policy change supported | SP, Project | IP Reports, UNDP monitoring reports | Quarterly |  |  |  |  | UNDP, UN WOMEN, UNAMID, IPs |  |
| # of SGBV/GBV cases handled/processed by State Police in selected state in Darfur | SP, Project | IP Reports, UNDP monitoring reports | Quarterly |  |  |  |  | UNDP, UN WOMEN, UNAMID, IPs |  |
| # of strategic plans on GBV developed and adopted by State police | SP, Project | IP Reports, UNDP monitoring reports | Quarterly |  |  |  |  | UNDP, UN WOMEN, UNAMID, IPs |  |
| # of quarterly reports specifying support and technical advice given  | Project | IP Reports, UNDP monitoring reports | Quarterly |  |  |  |  | UNDP |  |
| #of joint meetings reflecting planning and joint review of interventions  | Project | UNDP project reports | Quarterly |  |  |  |  | UNDP |  |
| #of project staff recruited  | Project | UNDP Reports | Annual |  |  |  |  | UNDP |  |
| # Implementation agreements concluded | Project | UNDP project reports | Quarterly |  |  |  |  | UNDP |  |
| Project financing available | Project | UNDP project reports | Quarterly |  |  |  |  | UNDP |  |
| Frequency of risks, issues and lessons learned documented | Project | UNDP project reports | Quarterly |  |  |  |  | UNDP |  |
| Measures to mitigate risks are drafted/in place. | Project | UNDP project reports | Quarterly |  |  |  |  | UNDP |  |
| Knowledge gained and lessons learned have been integrated within the newly articulated plans. | Project | UNDP project reports | Quarterly |  |  |  |  | UNDP |  |

# V. Quality Management for Project Activity Results

|  |
| --- |
| **OUTPUT 1.1 Improved Jcredibility and efficacy of the justice system by ensuring legal representation to citizens in need**  |
| **Activity Result 1.1.1****(Atlas Activity ID)** | *Criminal justice forum established at regional level in Darfur to identify and discuss criminal justice issues*  | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
| # of criminal justice forums established and frequency of meetings | Implementing partners reports, project reports | Quarterly |
|  |  |  |
| **Activity Result 1.1.2: (Atlas Activity ID)** | *Facilitate and strengthen national and regional strategic planning processes in justice sector institutions* | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
| # justice strategy plan developed for the Prosecutor’s Office | Implementing partners reports, project reports | Quarterly |
|  |  |  |
| **Activity Result 1.1.3:** **(Atlas Activity ID)** | *Capacity development programme on human rights approach for the police, prisons officers, judiciary and paralegals delivered* | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
| # of joint training sessions conducted on the human rights approach for justice sector officials | Implementing partners reports, project reports, GoS reports | Quarterly |
| # of joint training sessions on strategic planning processes for the Prosecutor’s Office | Implementing partners reports, project reports, GoS reports | Quarterly |
| # of joint training sessions on budgeting processes for the Prosecutor’s Office | Implementing partners reports, project reports, GoS reports | Quarterly |
|  |  |  |
| **Activity Result 1.4****(Atlas Activity ID)** | *Legal aid services made available to local communities* | Start Date: Jan 2015End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
| # of legal aid provider clients (individual and communities) disggregated by gender (%of women) assisted with legal aid counselling | Implementing partners reports, project reports | Quartely |
|  |  |  |
| **OUTPUT 1.2 Increased capacity and improved services in the correction systems adhering to basic human rights** |
| **Activity Result 1.2.1 Atlas Activity ID)** *Enhanced capacity of prison management on human rights and human management*  | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
|  |  |  |
| # of refresher courses for GoS prisons officers on human rights approach to prisons management | Implementing partners reports, project reports, GoS reports | Quarterly |
| # of training courses for newly recruited prisons officers  | Implementing partners reports, project reports, GoS reports | Quarterly |
|  |  |  |
| **Activity Result 1.2.2****(Atlas Activity ID)** | *Prison systems improved by providing humane, safe and secure environments for detainees* | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
| # of water tanks constructed to address water needs in selected prisons | Implementing partners reports, project reports, GoS reports | Quarterly |
|  |  |  |
| **Activity Result 1.2.3****(Atlas Activity ID)** | *Prison systems improved by providing humane, safe and secure environments for detainees* | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
|  |  |  |
| # of vocational and livelihood skills training workshops established and type of tools and equipment procured | Implementing partners reports, project reports | Quarterly |
|  |  |  |
| **Output 1.3: Enhanced effectiveness of the Government of Sudan Police through improved management to offer better services and protection to citizens** |
| **Activity Result 1.3.1****(Atlas Activity ID)** | *Strengthened capacity of the Sudan Police in the strategic planning process* | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
|  |  |  |
| # of capacity development trainings, including strategic planning conducted to police officers | Implementing partners reports, project reports | Quarterly |
| # of civilian oversight mechainsms in place | Implementing partners reports, project reports | Quarterly |
|  |  |  |
| **Activity Result 1.3.2****(Atlas Activity ID)** | *Capacities of GOS, Popular Police and CSOs strengthened to apply the concept of community policing* | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
|  |  |  |
| **Output 1.4: Human Rights Commission´s presence is extended to sub-national level** |
| **Activity Result 1.4.1****(Atlas Activity ID)** | *Complaints management infrastructure strengthened* | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
| # of capactity development trainings conducted to Sudan national Human Rights Commission | Implementing partners reports, project reports | Quarterly |
| New committee in Darfur established and strategic priorities for Darfur defined | Implementing partners reports, project reports | Annual |
|  |  |  |
| **OUTPUT 2.1: Legal aid imporved through increase in legal aid providers offering better services and greater access to vulnerable people** |  |
| **Activity Result 2.1.1****(Atlas Activity ID)** | *Network of legal aid providers, including JCCS, enhanced to reach vulnerable and marginalized groups* | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
| % of people expressing high confidence in, and easy access to rule of law institutions disggregated by gender disaggregated by state | Survey | Annual |
| Number of legal aid provider clients (individual and communities) disaggregated by gender (% of women) assisted with legal aid counselling | Implementing partners reports, project reports | Quarterly |
|  |  |  |
| **Output 2.2: Independent legal aid providers increase with better capacity including within universities** |
| **Activity Result 2.2.1****(Atlas Activity ID)** | *Institutional bodies for provision of free legal aid in civil and criminal law matters established and providing services* | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
| # of legal aid clinics established in number of universities | Implementing partners reports, project reports | Quarterly |
| # of paralegals and lawyers trained to provide legal aid at all stages of the criminal justice process | Implementing partners reports, project reports | Quarterly |
|  |  |  |
| **Output 2.3 Legal aid and rehabilitation support extended to detainees during imprisonment as well as post impriosnment** |
| **Activity Result 2.3.1****(Atlas Activity ID)** | *Legal aid desks in prisons in Darfur established to provide legal aid services to detainees* | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
| # of new legal aid desks established to provide legal aid services to detainees in selected prisons | Implementing partners reports, project reports | Quarterly |
|  |  |  |
| **Activity Result 2.3.2****(Atlas Activity ID)** | Empower civil society in the area of access to justice | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
|  |  |  |
| # of NGOs and lawyers groups trained on the criminal justice process | Implementing partners reports, project reports | Quarterly |
|  |  |  |
| **Output 2.4: Sudanese police Force and Community Policing Volunteers increase protection of vulnerable groups and facilitate access to justice** |
| **Activity Result 2.4.1****(Atlas Activity ID)** | *Community Policing Volunteers (CPVs) trained in various aspects oof law enforcement and equipped to increase involvement of community police in access to justice* | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
| # of Police, CPVs and CSOs trained on community policing | Implementing partners reports, project reports | Quarterly |
| # of Community Policing Volunteers (CPVs) trained in various aspects of community policing and functions of paralegals and equipped | Implementing partners reports, project reports | Quarterly |
|  |  |  |
| **OUTPUT 3.1 Organizational capacity of women’s groups and networks strengthened to advocate for access to justice for women and combatting VAW** |
| **Activity Result 3.1.1****(Atlas Activity ID)** | *Existing women groups,/CSOs engaged in rights advocacy and policy change to combat gender-based violence supported* | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
| # of womens networks engaged in rights advocacy and policy change supported | Implementing partners reports, project reports | Quarterly |
|  |  |  |
| **Output 3.2: The Justice Sector has improved capacity to address sexual and gender based violence** |
| **Activity Result 3.2.1****(Atlas Activity ID)** | *Tracking mechanism and data established to monitor and record SGBV/GBV* | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
| # of SGBV/GBV cases handled/processed by state Police in selected states in Darfur | Implementing partners reports, project reports | Quarterly |
|  |  |  |
| **Output 3.3: Strengthened Capacity of the family and child protection units at state level** |
| **Activity Result 3.3.1****(Atlas Activity ID)** | *Partnerships to address gender-based violence and sexual harassment strengthened* | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
| # of strategic plans on GBV developed and adopted by state police | Implementing partners reports, project reports | Quarterly |
|  |  |  |
| **OUTPUT 4 A.1: Project monitoring, reporting and and evaluation**  |
| **Activity Result 4.1****(Atlas Activity ID)** | *Project Monitoring, reporting and evaluation of results enhanced* | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria** *How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
| # of quarterly reports specifying support and technical advice given | Project reports | Quarterly |
| # of joint meetings reflecting planning and joint review of interventions | Project reports | Quarterly |
|  |  |  |
| **Output 4 A.2: The project team adequately staffed and has the required capacities** |
| **Activity Result 4.2****(Atlas Activity ID)** | *Project management and implementation enhanced* | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
| # of project staff recruited | Project reports | Annual |
| # of implementation agreements | Projects reports | Quarterly |
| Project financing available | Project reports | Quarterly |
|  |  |  |
| **Output 4 A.3: Risks and issues and lessons learned effectively managed** |
| **Activity Result 4.3****(Atlas Activity ID)** | *Mitigation measures for identified risks in place and enhanced and* Lessons learnt from programme implementation available and shared | Start Date: January 2015 End Date: December 2015 |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. What method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
| Frequency of risks, issues and lessons learned documented | Project reports | Quarterly |
| Measures to mitigate risks are drafted/in place*.* | Project reports | Quarterly |
| Knowledge gained and lessons learned have been integrated within the newly articulated plans. | Project reports | Quarterly |

# VI. Risk Log

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| # | Description | Status | Type | Impact &Probability | Countermeasures / Mngt response | Owner |
| 1 | Security situation deteriorates: The current Darfur peace efforts do not result in a popular agreement making the parties resume hostilities | Ongoing conflict in many parts of the Darfur region  | Other (security) | Movements of staff will be restricted and hampers project implementation.P = 3I = 3 | Adjust work plan according to situation | Project Manager |
| 2 | Emerging risks of instability due to declining resources: Decrease in national oil revenues may increase tension between States and the Federal Government due to diminished resource transfers | Oil revenues have decreased significantly following the start up of implementation and increase in inflation and prices on a monthly basis | Other (socio-economic) | Creates pressure on implementing partners & consequently reduces the level of project achievements.P = 4I = 2 | The project is designed to benefit from donor funds in the short run until situation improves in the long –term. Given lack of donor funding, support required from senior management to provide additional resources | CO |
| 3 | Slow absorption of targeted capcity interventions by project beneficiaries | There is limited human and technical capacity in most of the state ministries to  | Operational | This would delay implementation of technical aspects of the projectsP =4, I = 4 | Where necessary, backstopping will be provided by existing staff based on technical expertise available within the team. | Project Manager |
| 4 | Travel permit delays/denials | Government of Sudan has introduced new travel measures for international staff in Darfur. There are ocassional delays in renewal of permits | Political | Travel permits for Darfur based staff take an average of 5 weeks, which impacts on project implementation. Travel permits for consultants and technical advisors, delayed or not granted limit external advisory capacity. P =4, I = 4 | Maintain relationships in Khartoum with relevant authorities and where applicable adjust the workplans accordingly | UNDP CO |

# VII. Issues Log

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **#** | **Description** | **Impact &****Priority** | **Countermeasures / Mngt response** | **Owner** |
| 1 | Limited M&E Capacity within the Governance and Rule of Law Team to track activity results beyond outputs. | Difficulties in tracking and reporting on results I=3P=5 | Request to be made to CO for additional M&E support. Addiitonal and specific training should also be requested and provided to the project team in Darfur and Khartoum  | Project Manager / Programme Officer  |
| 2 | Reduced technical capacity of the GROL Team to implement all activities effectively and efficiently . | Could have an impact on the quality of the activities I=3P=4 | Plans are underway to advertise for a national staff to support implementation. Currently, at the field level there is only one project manager and no national staff in place  | Project Manager / Programme Officer/ HR |
| 3 | Lack of additional donor funding received during the course of the year | Difficulties in financing and implementation of activities I=3P=5 | The project has not been able to mobilise additional external resources form donors. This is not typical or unique to this project but for many of the UNDP projects. The Unit should engage senior management to provide sufficient resources from its core resources | Project Manager/Team Leader |

# Annex 1: M&E tools

Please use this annex to add tools – if any - available at project level and planned to be used for M&E purposes, such as specific surveys, check-lists, questionaires, field visit plans etc.

Additional annexes can be added as needed.

1. See Report of the Independent Expert of human rights Situation in Sudan, September 2013. [↑](#footnote-ref-1)
2. See OHCHR’s compilation of information for the Universal Periodic Review of Sudan A/HRC/WG.6/11/SDN/2. [↑](#footnote-ref-2)
3. See OHCHR’s compilation of information for the Universal Periodic Review of Sudan A/HRC/WG.6/11/SDN/2. [↑](#footnote-ref-3)
4. See Report of the Independent Expert of human rights Situation in Sudan, September 2013 [↑](#footnote-ref-4)
5. UNDP SP II Final Report 2013. The SP II framework is a partnership between the Government of Sudan, the Government of the Netherlands, DFID, DANIDA, SIDA, Norway, Canada/CIDA, and UNDP. The partnership was formed to enable post-conflict Sudan to progress towards achieving the Millennium Development Goals (MDGs), to strengthen Governance and Rule of Law, and to support peace. [↑](#footnote-ref-5)
6. UNDP SP II Final Report 2013 [↑](#footnote-ref-6)
7. From interviews with respondents in Khartoum, Darfur and Eastern Sudan [↑](#footnote-ref-7)
8. UNDP Sudan Country Program Action Plan Indicator Tracking 2009-2012 Report Phase 3 – 2012 p 39 [↑](#footnote-ref-8)
9. ibid [↑](#footnote-ref-9)
10. All this analysis relies on secondary data of the Indicators study as it relied on a primary data collection process. [↑](#footnote-ref-10)
11. Indicators tracking study ibid [↑](#footnote-ref-11)