United Nations Development Programme-
Country: SUDAN
Project Document
2015 - 2018

UN
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Project Title:	**Strengthening the Capacity of the Sudan National Human Rights Commission**
SP Outcome(s):	Outcome 2: Citizen Expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.
UNDAF/CPAP Outcome(s):	Outcome 6: People in Sudan are protected under an enabling environment that guarantees rule of law, basic rights and fundamental freedoms.
CPAP 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.
Expected Results:	**Phase 1: Organisational Foundations Established.** **Phase 2: Key capacities for human rights protection established** **Phase 3: HR protection professionalised and outreach expanded**
Implementing Partner:	UNDP
Responsible Parties:	Sudan National Human Rights Commission (SNHRC), UNDP

Brief Description

The Sudan National Human Rights Commission (SNHRC) is the country's national human rights institution established in 2012. The project's main objective is to support the SNHRC in the development of its operational, technical and legal capacities to become a cornerstone within Sudan's national human rights protection system in line with the Paris Principles.

Programme Period:	**2015 - 2018**	Total budget (2015 – 2017)	**1,500,000.00 USD ($)**
Key Result Area (Strategic Plan):	**2**	Total resources required	
Atlas Award ID:	**00083649**	(AWP 2015):	**900,000.00 USD ($)**
Start date:	January 2015	Total allocated resources:	**900,000.00 USD ($)**
End Date	December 2017*	• Regular	
		• Other:	
PAC Meeting Date	**May 2015**	o UNDP	**150,000.00 USD ($)**
		o Japan	**750,000.00 USD ($)**
Management Arrangements: **Direct implementation (DIM)**		o OHCHR	
(Japan funded activities: March 2015 – March 2016)		Unfunded budget:	

Agreed by:	Signature	Date	Name & Title
			Abdel-Rahman Ghandour
			CD/RR (OiC)
United Nation Development Programme (UNDP)		9|2|15	
Sudan National Human Rights Commission (SNHRC)		9/2/2015	Joseph Khalil Soliman
			Deputy Chair-Person
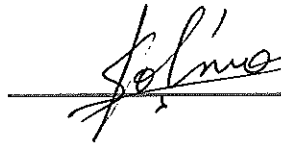
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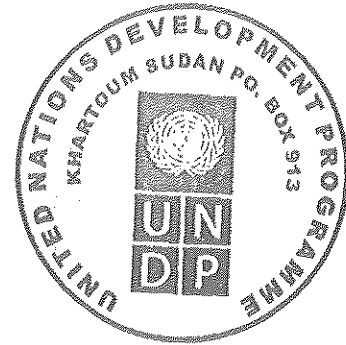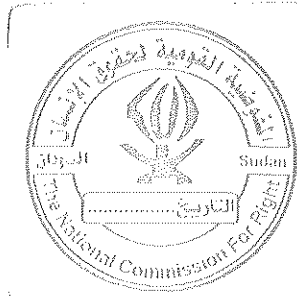
Acronyms

ACHR	Advisory Council for Human Rights
CAR	Capacity Assessment Report
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CM	Case Management
CP	Civil and Political (Rights)
CPD	Country Programme Document
CPAP	Country Programme Action Plan
CSOs	Civil Society Organizations
DHRF	Darfur Human Rights Forum
DDPD	Doha Document for Peace in Darfur
ESC	Economic, Social and Cultural (rights)
GoS	Government of Sudan
HRE	Human Rights Education
ICC	International Coordinating Committee for National Human Rights Institutions
ICCPR	International Covenant on Civil and Political Rights
ICT	Information, Communications, and Technology
IE	Independent Expert
IOM	International Organization for Migration
KM	Knowledge Management
MoU	Memorandum of Understanding
MoJ	Ministry of Justice
NAP	National Action Plan for the Protection and Protection of Human Rights
IDA	National institutions Advisor
NGOs	Nongovernmental Organizations
NHRI	National Human Rights Institution
OHCHR	Office of the High Commission for Human Rights
PAF	Project Activity Framework
HR	Human Resources
SG	Secretary General
SNHRC	Sudan National Human Rights Commission
SP	Strategic Plan
ToRs	Terms of References
ToT	Training of Trainers
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNAMID	United Nations Mission in Darfur
UNICEF	United Nations Children's Fund
UNHCR	United Nations High Commissioner for Refugees
UNDAF	United Nations Development Assistance Framework

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I. BACKGROUND AND SITUATION ANALYSIS

Human rights situation in Sudan

The Comprehensive Peace Agreement (CPA) of 2005 raised hopes for a lasting peace in Sudan and paved the way for the secession of South Sudan in 2011, but Sudan continues to face a number of new challenges following the secession of South Sudan due to several unresolved issues under the CPA. While there have been some legislative and institutional reforms, the overall democratic transformation of the country has remained precarious. The country lacks a permanent Constitution and human rights violations are taking place especially in the conflict areas. .

The right to life, liberty and security of the person is fragile in many parts of the country especially in Darfur and the Protocol Areas (Abyei, South Kordofan and Blue Nile states). This has obvious and ongoing repercussions for the rights of vulnerable groups (women, children, and internally displaced persons). Legalized impunity for government officials and law enforcement bodies has eroded the rule of law. The combined effects of poverty, instability, lack of infrastructure, and conflict all have serious consequences for human rights as well as for human development. These consequences necessarily have a disproportionate impact on vulnerable groups, including women and children, IDPs, and the poor.

The Republic of Sudan ("Sudan") is moving to a post-conflict period in its development. Although the peaceful separation of South Sudan in 2011 was widely praised by the international community, it has also led to a significant socioeconomic downturn in Sudan. The loss of fossil fuel revenues and the Government's decision to lift economic subsidies (especially on fuel) in late 2013 led to public demonstrations which were met by a forceful response from security forces. There is also uncertainty in the international community about the optimal focus of development assistance, and recent developments in South Sudan have added further tensions to the area.

Almost half the population of Sudan lives below the poverty line. The socio-economic context in Sudan has been affected since South Sudan secession in 2011, placing further strain on the social fabric and on economic rights. Poverty, internal conflict and competition for scarce resources means that some of Sudan's states (such as the Darfur states) are affected by ongoing armed conflict as well as by lack of infrastructure and serious human rights violations. In terms of Darfur, the Doha Document for Peace in Darfur (DDPD) represents the most significant and viable path to peace at the present time. As well, South Kordofan and Blue Nile are reported to have outbreaks of fighting, and widespread displacement. The recent violent conflict in South Sudan is adding fuel to the geo-political instability in the region. The following general categories of human rights issues and themes merge:

- Civil and Political Rights
- Economic, Social and Cultural Rights
- Gender Equality, Women's and Child rights

Nevertheless, recent developments aiming at improving the human rights situation in Sudan have been undertaken. These include:

- 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);

- Cooperation between the Ministry of Justice and the UNDP with regard to the implementation of the UPR recommendations[1];
- The establishment of a committee of experts to analyze Sudanese legislation and areas for potential law reform.

Civil and Political Rights	Economic, Social & Cultural Rights	Gender equality, women's & child rights
- Right to life, liberty and security of the person - Darfur, conflict areas - Right to be free from arbitrary arrest, detention - Right to be free from slavery - Forced labour, servitude, human trafficking - Right to be free from torture - Monitoring detention facilities - Improving standards of health, hygiene in detention facilities) - Freedom of Association (CSOs, trade unions) - Freedom of expression, opinion (censorship, prior restraint, intimidation/repression of journalists) - Freedom of religion	- Rehabilitation of economic and social infrastructure (Darfur) - monitoring progressive realization of rights - monitoring the peace process - Rights to adequate food, shelter, health - monitoring progressive realization of rights - Right to form trade unions - Right to land, restoration of property, livestock in conflict areas - Right to housing - protection from evictions, issues re informal, inadequate housing)	*Child Act 2010*, Bill of Rights - Gender-based violence, especially in conflict areas - Discriminatory, arbitrary or vague laws that affect women disproportionately, - Ensuring child detainees are segregated from the adult prison population

National Human Rights Institutions and Paris Principles

National Human Rights Institutions – or NHRIs - are independent mechanisms that form a critical part of the government's responsibility to respect, protect and fulfill human rights. NHRIs are an important part of the democratic governance environment, and a cornerstone mechanism for promoting and protecting human rights at the national level. They operate at the junction of government, civil society, and the international community. Their comparative advantage is, in part, attached to their legitimacy as statutory enterprises, mandated by the Constitution – as is the case in Sudan – to help guarantee the protection of rights. At the same time, they are not civil society organizations and are not subject to the constraints that may affect that sector.

NHRIs must have a mandate to protect and promote human rights. They generally have functions or powers to:
- Submit recommendations, proposals and reports on any matter relating to human rights to the Government, parliament or any other competent body;
- Promote conformity of national laws and practices with international standards;
- Receive and act upon individual complaints of human rights violations;
- Encourage ratification and implementation of international human rights standards and to contribute to reporting procedures under international human rights instruments;
- Promote awareness of human rights through information and education and carry out research; and

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[1] The Report of the Independent Expert on the situation of Human Rights in Sudan, which was presented to the UN Human Rights Council in September 2013 highlights that "UNDP has been a key partner in providing useful technical assistance and support to the Advisory Council towards implementation of the UPR recommendations", and notes "the strong cooperation between the Government and the UNDP with regard to the implementation of the UPR recommendations, which must be encouraged and sustained."

- Co-operate with the United Nations, regional institutions and NHRIs of other countries and non-governmental organizations (NGOs).

The Paris Principles are the international standards used to determine whether an institution qualifies as a NHRI, and meets basic standards of independence, autonomy, and pluralism in its operations (Principles Relating to the Status of National Institutions (Paris Principles). The Paris Principles are administered by the International Coordinating Committee of National Human Rights Institutions (ICC), which was established in 1993 to coordinate the activities of NHRIs worldwide. The ICC Sub-Committee on Accreditation reviews and analyzes applications for NHRI accreditation under the Paris Principles. Fully compliant institutions are graded "A".

Sudan National Human Rights Commission

In Sudan, the creation of a NHRI was stipulated both in the Comprehensive Peace Agreement (CPA) and the Interim National Constitution in 2005. Article 2.10.1.2 of Chapter II (Power Sharing, 2004) of the CPA encourages the establishment of a NHRI. The NHRI received constitutional status under the Interim National Constitution of the Republic of Sudan (arts. 48, 142). In 2009, the National Assembly passed the *National Human Rights Commission Act, 2009* (the *NHRC Act*).

In 2011, the Universal Periodic Review (UPR), among other processes, resulted in a number of recommendations aimed at improving the human rights situation in Sudan. One of the key areas of recommendations accepted by the GoS was the completion of the establishment of a national human rights institution in compliance with the Paris Principles. As a result, the Sudan National Human Rights Commission (SNHRC) was formally established by a presidential decree in January 2012. This development was welcomed by a resolution of the UN Human Rights Council on 15 October 2012.

Based on the *NHRC Act*, fifteen Commissioners have been appointed by the Presidency, including the Chairperson and the Deputy Chairperson, who occupy full time positions, as provided by law (s. 6(1) of the *NHRC Act*). Pursuant to the Commission bylaws, twelve committees have been created along thematic and structural lines.

A capacity assessment of the Commission, facilitated by UNDP, was conducted in September 2013. The Capacity Assessment Report reveals a relatively weak enabling environment for the Commission to function. In particular, results of the CAR show that the institutional capacity of the Commission is limited by financial constraints, weak infrastructure, and lack of human resources. Lack of funding and approvals from the government have prevented the Commission from hiring staff or proceeding with its own programming in significant ways. With the exception of the Commissioners and the Secretary General, it lacks managers, professional, and technical staff.

Further, the CAR indicates that the funding environment for the Commission is also uncertain in terms of donor commitment: the secession of South Sudan appears to have provoked an outflow of donor assistance, making it more difficult to raise funds from the international donor community in the Republic of Sudan. Interviews with the international community in the context of the capacity assessment suggest concerns not only about the weak enabling environment, but also about the extent of the Commission's independence. CSOs are optimistic about the possibilities that a NHRI offers, but cautious and, in some cases, skeptical about the Commission's ability to build a human rights culture.

In addition, the Commission is operating in the shadow of an inter-ministerial council with a similar mandate, the Advisory Council on Human Rights (ACHR), set up within the Ministry of Justice (MoJ). The ACHR, established already in 1994, also has a complaints mechanism, thus creating a degree of confusion about the institutions' respective roles and creating a measure of duplication.

Nonetheless, despite all aforementioned capacity gaps and needs, which are common to newly established NHRIs, the Commission has so far demonstrated repeatedly its commitment to fulfill its core mandate, namely enhancing the promotion and protection of human rights in Sudan, including:
- Strong stand against the closure of the 5 NGOs in late 2012;

- Issuing a strong but balanced statement condemning the violence and the excessive use of force committed by security forces as a response to public demonstrations in September 2013;
- Engagement in constructive dialogue with relevant Government organs and agencies, including the judiciary, the Ministry of Internal Affairs, the Constitutional Court and NSS, on different human rights concerns such as press censorship, political detentions and the effect of the application of the 2010 National Security Act on the enjoyment of human rights in the country;
- Visits in Darfur, South Kordofan and Blue Nile states to gather information on human rights;
- Establishment and use of complains mechanism and receipt and handling of approx. 100 cases in 2013, mostly in respect of the operations of state security organs;
- Conducting of a series of forums and workshops intended to disseminate human rights awareness.

II. STRATEGY

UN Programme Context in Sudan

Based on the UNDP Country Programme (CPAP) 2013-2016, UNDP has tailored its justice and rule of law efforts under the new Country Programme to reflect the particular opportunities and challenges of the current context in Sudan. It is aiming at developing rights-based capacities of rule of law and human rights institutions, thereby allowing these institutions to more fully engage in the process of shaping and influencing policy choices in the transition process. In that context, strong focus is put on strengthening the national human rights framework – in particular by strengthening the governance of the Sudan National Human Rights Commission and to help the Commission to effectively plan, deliver and monitor its mandate to contribute to the improvement of the promotion and protection of human rights in Sudan in an equitable and accountable manner.

Therefore, the project contributes to the UNDAF/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.

The project 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.

Continuation of former UNDP initiative to strengthen the capacity of the SNHRC

This project is a continuation of a UNDP capacity building initiative, launched as a Project Initiation Plan (PIP) between 2012 and 2013 with the objective to support the SNHRC in the development of its operational, technical and legal capacities in order to become a cornerstone within Sudan's national human rights protection system.

In the year 2013, UNDP has provided basic infrastructure, including equipment and furniture, to the SNHRC Secretariat in Khartoum, recognizing that start-up infrastructure assistance is critical for newly established institutions. Further, UNDP supported the SNHRC in organizing a series of human rights awareness workshops at state level and a human rights forum at Khartoum-level to sensitize the people of Sudan, including relevant stakeholders from government and civil society about the SNHRC's role and mandate. Also, training, study, and orientation opportunities have been provided to the Commissioners.

Further, UNDP has engaged in a comprehensive and participatory capacity assessment/ development and strategic planning process with the SNHRC in the second half of the year 2013 and beginning of 2014. In September 2013, as mentioned above, a capacity assessment of the

Commission was conducted, identifying the SNHRC's main capacity gaps and needs. It served as a basis for the drafting of a Strategic Plan for the Commission, which has been finalized and formally adopted by the Commission in February 2014. A "high-level" planning tool, the Strategic Plan sets out the vision, mission and strategic priorities of the Commission for a five-year period (2014 – 2018) building on the values and culture of Sudan that inform the pluralism and diversity of its society. In the Strategic Plan, the Commission has established the following strategic objectives[2]:

- The institutional capacity and independence of the Commission;
- Human rights dimensions of the peace process and transitional justice, with a focus on conflict areas;
- Promoting awareness of human rights;
- Harmonizing Sudan's laws and policies with international human rights law, including in the new constitution;
- Reporting on the human situation in Sudan to encourage a realistic assessment of human rights in the country;
- Protecting human rights though monitoring and through an effective complaints system;
- Build, maintain relations and interact positively with regional and international human rights mechanisms and institutions.

Links to other UNDP Projects

This project is also connected to other UNDP projects in the field of human rights/rule of law, especially the "*Support the Implementation of Sudan's Universal Periodic Review (UPR) recommendations*" project. The project aims to strengthen mechanisms and empower capacities needed for the implementation of the UPR recommendations accepted by Sudan with a view to promoting and protecting human rights. The project provides technical assistance and capacity building to a variety of national partners many of which are responsible for coordinating and implementing the 121 UPR recommendations accepted by the Government of Sudan by 2016. Many of these include state and governmental and ministries whose mandates are closely related to the work of the SNHRC: these include the Ministry of Justice (ACHR), the Khartoum Prisons Administration and civil society organizations. In addition to the UPR recommendations, which are discussed further below, this project should be linked to public awareness efforts that strengthen the human rights component of the ongoing constitutional review process.

The 2011 UPR on Sudan contained specific recommendations in relation to support the establishment of a national human rights commission. Although the Commission is not a principal state actor engaged in the implementation of the UPR, as an NHRI, it has a role in monitoring the implementation of the UPR recommendations. The project should also bring the Commission into closer contact with projects whose development has a direct bearing on the Commission.

Further, the Commission should be integrated into UNDP-supported projects that touch on proposed Commission activities, including law reform, with a special focus on child, women and press law (priority laws as stipulated in the UPR Recommendations), and the alignment of domestic laws with international standards, especially as these involve women's rights and children's rights.

Project Rationale

Since the Parliament has passed the *NHRC Act* in 2009 there has been a widespread expectation that the SNHRC will be functional and operational and contribute to the improvement of Sudan's human rights and democratic governance situation. The Article 9 of the *NHRC Act* provides that the Commission should cooperate with the United Nations, its specialized agencies, regional Institutional Human Rights Centers, NGOs and similar institutions in the field of human rights. The establishment of the SNHRC provides a unique opportunity for human rights redress in Sudan and for institutional development that aims to fulfill the expectations that surround it.

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[2] Strategic Plan (2014 – 2018) of the Sudan National Human Rights Commission, adopted in February 2014.

UNDP aims to respond to these expectations by providing capacity building and technical assistance support to the SNHRC. Based on UNDP's experience in supporting NHRIs worldwide, the project will address the needs and capacity gaps outlined in the capacity assessment and support the implementation of the Strategic Plan of the Commission, in order to strengthen the governance, functioning and effectiveness of the Sudan National Human Rights Commission and to support its development as an independent national human rights institution in compliance with the Paris Principles.

Indeed, the relevance of UNDP's technical assistance support to strengthen the capacity of the SNHRC has been underscored in the recent report of the Independent Expert on the situation of human rights in the Sudan from September 2013. By also encouraging other members of the international community to engage with the SNHRC, the report states that "there is a need for continued support to the Commission, either through funding from UNDP or through direct bilateral assistance to the Commission from other donors to improve its effectiveness."[3]

Project Objectives

The main objective of this project is to support the SNHRC in the development of its operational, technical and legal capacities to become a cornerstone within Sudan's national human rights protection system in line with the Paris Principles.

In particular, the project aims to:

- Develop a sustainable financial and governance framework for the Commission;
- Support the acquisition or development of adequate, accessible Commission premises that respect principles of universal design, that meet generally accepted security standards, and that feature an adequate ICT infrastructure;
- Strengthen organizational development through human resources planning and recruitment, a training plan and curriculum, a volunteer program, internal administrative policy development, and knowledge management planning;
- Introduce and develop a complaints management systems;
- Develop the Commission's capacity to engage in human rights issues in conflict areas with a focus on Darfur;
- Reinforce operational policy development for programming on the protection and promotion of human rights;
- Strengthen case management and investigations system and introduce a monitoring program;
- Develop a public education and awareness program;
- Strengthen international cooperation of the Commission;
- Support the internal capacity of the Commission to provide sustained and targeted advice and assistance to government;
- Implement knowledge management planning.

Project Approach

The project approach is based upon the UN Country Team Toolkit on National Human Rights Institutions" (UNDP-OHCHR, 2010). Within the UN system, UNDP and OHCHR have been increasingly involved in supporting the establishment and/or strengthening of NHRIs. For both organizations, engagement with NHRIs has become a priority area. The Toolkit addresses the need to share experiences and knowledge about human rights-based approaches to institutional development for national human rights institutions. The Toolkit reflects the appropriate steps in the establishment and strengthening phases, and identifies potential ideas for UNDP and OHCHR support at the international, regional and national levels, as well as the type of capacity development needed. It raised a number of key challenges and opportunities, including general

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[3] Report of the Independent Expert on the situation of human rights in the Sudan, 18 September 2013, Human Rights Council, 24th session, A/HRC/24/31, p 14 – 15.

capacity issues, professional leadership and management, analysis and research capacity, follow up on legislative reviews, the role of NHRIs in conflict areas, coordination, monitoring and evaluation of NHRI performance, and fund raising strategies for national human rights institutions in developing countries, including in the African context.

The results of the capacity assessment, the strategic planning process and the lessons learnt during the implementation of the project in the year 2013, suggest the need for a reorientation of this project to provide stronger support for institutional infrastructure and organizational development *before* full-scale human rights programming is undertaken. By taking this strategic path, the project ensures that the Commission is supported in carrying out its mandate and develops the capacity to deliver increasingly effective human rights programming, but at the same time, by preventing it from being thrown into challenging circumstances without the knowledge, infrastructure, planning, security and materials it requires to respond effectively. Thus, this Project Document provides a portfolio of standard organizational development and infrastructure project components, as well as programming objectives that are tailored for NHRIs and designed to create a sustainable base and strategy for operational effectiveness based on the Commission's current level of organizational development.

This Project Document proposes a **three-phased approach** to support the SNHRC through outputs organized across three phases of development, supporting the transition from direct implementation to national implementation (see Figure 1). The approach, phases, outputs and activities of this project are aligned with the Commission's Strategic plan (2014 – 2018), including the *Results Activity Framework*, to ensure accountability and effectiveness of the intervention. The identified priorities and sequencing of outputs/activities in the different phases can be changed easily: this plan is intended to be flexible and responsive to circumstances, and should not be considered as static. The last two phases (2015 -2018) are the focus for this project:

- **Phase 1: Governance and Sustainability (2014):** Phase I is aimed at creating a sufficient institutional base and a critical mass of resources for the Commission, including human resources, to ensure that basic human rights protection and promotional activities can proceed. Therefore, in this phase the project aims to support the Commission in ensuring the establishment of foundations for planning, project management, internal governance, financial sustainability, organizational development, and complaints management.

  In particular, the project aims to support the Commission in the launch of the Strategic Plan and the development of the basic infrastructure of the Commission (including premises; transport; information and communications technology; and an Institutional Development Advisor). In this phase, the project also aims to support the development of the organizational structure, the recruitment of human resources and the development of an internal training program to support professional development of the Commissioners and the staff and to strengthen the complaints management system. Finally, the project will support steps which the Commission has prioritized in its Strategic Plan with a view of establishing a regional presence through branch offices in the conflict areas, with a priority in Darfur.

- **Phase 2: Capacity Development (2015 – 2016):** Phase II builds on the foundations established in Phase I, and expands the Commission's programming for the protection and promotion of human rights. In the second phase, Commission members and staff obtain knowledge, skills and working tools required for them to carry out human rights promotion and protection activities effectively. The second phase continues the internal capacity development process and strengthens relationships between the Commission and government, civil society, and relevant national, regional, international human rights bodies, including the International Coordinating Committee (ICC) with a view to eventual accreditation.

- **Phase 3: Growth and Expansion (2017 – 2018)** In the third phase, the Commission develops and enhances its capacity to handle complaints in a professional and effective manner, deliver

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substantial public education and awareness programs, and issue well-developed publications and reports. The Commission expands its regional presences to other conflict areas or regions and develops specialized programming in selected thematic areas. This phase is tentative only and is not developed in this Project Document.

In summary, the project provides a road map for interventions and partnerships in a challenging national context by putting into place the governance and infrastructure necessary for SNHRC to function, following by operational and administrative development. It responds to the specificity of the Sudanese context and the early experience with the SNHRC, and reflects input received from Commissioners and stakeholders, including the importance of:

- The Commission being, and appearing to be, accessible to Sudanese people;
- Managing expectations and demands on the Commission;
- Coordinating with other human rights projects;
- Capacity-building and a long term approach;
- Managing evaluation, information, research and other forms of knowledge as a systematic, integrated activity (under the rubric " knowledge management"); and
- Structuring human resources planning to incorporate internal capacity-building so as to ensure increasing national ownership of projects components by Phase II of the project design.

Partnership and Sustainability strategy

The project's main implementing partner is the SNHRC. The SNHRC is responsible for the planning, implementation and monitoring/reporting of the project activities at the national and the state level, in close coordination with UNDP. The direct implementation of activities in Phase I of the project is designed to create the organizational foundation necessary for the ongoing sustainability of the project. Phase II is recommended to proceed through national implementation to build on and reinforce national ownership and sustainability.

Sustainability is further reflected programmatically in the approach to training. Training modules are designed to be experiential and participatory and to produce manuals to be used in future training. Moreover, initial training of management will be based on a Training of Trainer format (ToT), so that managers can be involved in the training for new staff in Phase II. In addition to technical assistance and capacity development, the project will provide indirect support to CSOs, and other stakeholders through training, the volunteer program, and the shared delivery of public education in appropriate circumstances.

The UNDP is a lead agency in supporting NHRIs worldwide, along with the OHCHR at the international level. It is important for other UN agencies, to strengthen engagement with NHRIs in achieving common goals. Their participation brings a clear comparative advantage in terms of expertise and synergies. In Sudan, other UN entities that are engaged in this process include UNAMID, with respect to programming in Darfur, for instance, and UN Women, as well as UNICEF, and the UNHCR on the protection of refugees and displaced persons, especially in Darfur and the Protocol Areas. The diversity of mandates of the UN system is a source of strength for the benefit of NHRIs and helps to bring together the range of analytical, normative and technical expertise of the UN family in support of the Commission.

The UNCT role is especially helpful in relation to sector working groups. In conflict and post-conflict scenarios, the UN, as an impartial actor, has a comparative advantage, along with national governments and civil society, to address prevention concerns jointly and to create a space for the development of an NHRI to ensure that programmes are designed and implemented with a view to conflict prevention and enhancing the promotion and protection of human rights. Therefore, the project proposes partnerships with:

- UNAMID, with respect to human rights training and programming in Darfur;
- OHCHR, with respect to specialized human rights training and other training focusing on NHRIs;

- UN Women, with respect to the thematic development of programming on women's rights
- UNICEF, with regard to child rights;
- UNHCR, on the protection of refugees and displaced persons, especially in Darfur and the Protocol Areas;
- IOM, with regard to human trafficking and rights of migrants; and

A resource mobilization strategy will be developed. There is a growing interest of donors to support the SNHRC. During the capacity assessment and strategic planning process, contact with various donors have been initiated and discussions are ongoing. International donors are invited to participate in specific outputs or activities that are relevant to their strategic priorities.

III.   PROJECT RESULTS:

This project proposes 3 overall results and 11 outputs for the project duration of three years (2014 – 2017). While Outputs 1 - 3 were planned and executed under Phase I, Outputs 4 – 6 will be implemented between 2015 and 2016; and Outputs 7-11 will be implemented between 2017- 18.

OVERALL RESULT of PHASE I: Organisational foundations are established

Output 1: Preparatory Work for Planning, Project Management, Governance, Finance supported

1.1 Strategic Plan finalized and launched

Strategic planning is an identified area of organizational priority (CAR, 2013) and enables the SNHRC to develop a roadmap of its activities and strategic directions for Sudanese citizens, for the GoS, and for stakeholders.

The project will support the finalization, launching and dissemination, as appropriate, of the Strategic Plan for the Commission, working in close collaboration with potential partners, stakeholders and the international community.

1.2 Project Management Team established, including Institutional Development Advisor

In order to support the Commission to implement its Strategic Plan, UNDP will establish and expand its project management team, based on prior experiences in other countries in the African context and in developing countries more generally. Two positions are proposed: a UNDP Project Manager and an Institutional Development Advisor (IDA).[4]

UNDP will support the Commission to appoint an Institutional Development Advisor for Phase I to support and coordinate the implementation of the Strategic Plan's activities and to achieve the stated objectives. Based within the Commission, the IDA will be part of the Project Team and work alongside the Chairperson and Secretariat of the Commission, the Commission's internal committees, with donors, and with United Nations representatives.

The Advisor should be an experienced and senior consultant and technical expert on national human rights institutions, providing independent advice and assistance to members and staff, including advice on substantive human rights issues. Importantly, the expert should have significant NHRI experience, human rights experience, and project management experience (preferably in a multi-donor context) and should be fluent in English and Arabic.

1.3 Institutional Independence and Pluralism strengthened

Several aspects of the legal and operational context of the Commission interfere with the standards of the Paris Principles in terms of independence and pluralism. One important aspect of this output is that the Commission, with the support of legal experts, aims to propose amendments to the NHRC Act, based on its mandate under the Constitution, and the Paris Principles to strengthen its operational efficiency and independence. The project will provide logistical and planning support for

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[4] Further details are provided in Section V, Management Arrangements.

activities related to this output, including support for the organization of meetings and briefs setting out the Commission's independence.

1.4 Financial Sustainability strengthened

Under the Paris Principles, the government is responsible for providing adequate resources to NHRIs for running costs of offices and staff. The Commission has made it a strategic priority to obtain the necessary resources in order to ensure financial sustainability, which constitutes a real key to the implementation of the Strategic Plan.

While the reduction of financial resources from the State during the years 2012 – 2013 has until now prevented the Commission from undertaking many programs and activities, in early 2014, however, the Ministry of Finance confirmed an agreement in principle with the Commission to increase the financial allocation to support the full staffing level of 48 staff (in accordance to the organizational chart) of headquarters as well as the eventual establishment of branch offices. The budget will be effective starting in March 2015. This is a positive development, but it represents a minimum contribution, and the Commission requires substantial support with regard to programming to promote and protect rights and related infrastructure in order to carry out its Strategic Plan.

The project therefore will support the Commission in developing proposals for an adequate funding base that is consistent with the Paris Principles. In addition, the project will support the development of bilateral and/or multilateral discussions with the international community, and potential donors to develop funding opportunities in connection with the Project Document and the Strategic Plan.

1.5 Internal Regulatory Framework strengthened

As authorized by the *NHRC Act*, the Commissioners have approved three internal regulations:

*   *The Internal Regulation for Organization of Meetings and Business of The National Human Rights Commission (2012);*
*   *The Complaints and Investigations Procedures Regulations (2012);*
*   *Regulations for Formation of Committees and Identification of Their Terms of Reference for the Year 2013;*

As of October 2013, the *Regulations for Formation of Committees and Identification of Their Terms of Reference for the Year 2013* had authorized twelve committees, each one operating to a certain extend independently under Commissioners, in the absence of key staff.[5]

Before the recruitment of new staff in accordance to the organizational chart, the project will support the Commission to modify the regulations and/or mandates of its internal committees to reorient the committees' roles to oversight in planning, policy formulation, monitoring and contributing to good governance.[6]

1.6 Negotiations for the Development of MoU with ACHR facilitated

As outlined in the Strategic Plan, the Commission aims to initiate structured processes of negotiation in order to develop memoranda of understanding to delineate and clarify the respective areas of operational responsibility of the Commission and of other institutions that have human rights responsibilities. These include the Advisory Council for Human Rights (ACHR), but also the Sudanese ombudsperson institution and the parliamentary committee for human rights.

The coexistence of the ACHR and the Commission should be used to mutual advantage, while protecting the Commission's institutional independence as a NHRI. There is important work to be done in clarifying and demarcating the two institutions' respective roles, while respecting and protecting the Commission's status as Sudan's NHRI.

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[5] As at September 2013, the following committees were created: (1)Justice and Legal Reform; (2) Strategic Planning, Research and Studies; (3) Women and Family; (4) Child Rights; (5) International Cooperation; (6) Economic, Social and Cultural Rights committee; (7) Monitoring; (8) International Cooperation; (9) Committee on Civil and Political Rights and Rule of Law; (10) Complaints, (11) capacity building, and (12) Information.

[6] Proposed adjustments to project mandates have been prepared in connection with the strategic plan.

Meetings have already begun between the ACHR and the Commission to discuss these issues. The project will support the development of structured and facilitated negotiation between the Commission, the Advisory Council, the Ministry of Justice and other appropriate government officials.

<u>Output 2: Development of Infrastructure and ICT supported</u>

2.1 Accessibility and Sustainability of SNHRC Premises Strengthened

The Paris Principles require that the State provides adequate funding for NHRIs, including office space. The current premises are not adequate, and cannot accommodate even a small increase in permanent or contract staff, let alone the planned staffing levels.

As specified in the Strategic Plan, the Commission will prioritize finding new leased premises to accommodate the full complement of staff members who will be appointed in accordance with the organizational structure.

The project will support the Commission in securing new premises to accommodate new staff. Regardless of the location of the Commission's premises, the Commission's building should be secure (see 2.3), accessible geographically, accessible to people with disabilities[7] as well as energy efficient. Retrofitting and renovations, as well as new building projects, if any, should reflect and be consistent with principles of universal design, adapted to the regional context, including but not limited to accessibility to people with mobility restrictions. This would be innovative and could serve as a model for other NHRIs in the region (see also Output 2.2 - 2.3).

The project will further support the development of an independent study to make recommendations on improving the accessibility and sustainability (LEEDS or equivalent) of the Commission premises.

2.2 Feasibility Study for a Capital Building Project supported

The Commission has received a land grant from the State to build its own premises. Since this is a long term undertaking, the project will support the Commission to conduct a study on the feasibility and financial sustainability of the Commission's new permanent headquarters in Khartoum. The study should include reference to:

- Ensuring security for the Commission and for visitors;
- International standards to facilitate the access of persons with disabilities;
- Welcoming and safe reception services that provide information about the Commission to visitors;
- With focus on universal design principles, adapted to the regional and Sudanese context.

2.3 Development of a Security Plan supported

The physical security of the Commission premises and adjacent areas is important not only for the standard reasons of security, but also to protect the particular security issues related to confidentiality, security of documents, and information systems. This suggests the importance of a security review for either the current or future permanent premises. Working with UNDP or with other agencies with security expertise, the project will support the development of a plan for physical and digital security, making recommendations on modifications to existing arrangements, with a particular focus on NHRIs. Security assessments should also cover the use of vehicles (see below).

2.4 Additional Vehicles acquired

Sudan is a large country with significant challenges in terms of investigating human rights complaints, monitoring human rights situations, and undertaking public education. At present, two

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[7] Sudan ratified the Convention on the Rights of Persons with Disabilities in 2009.

UNDP vehicles have been provided to the Commission. A motorcycle is also being provided for a messenger and delivery purposes.

The project will support the procurement of at least two additional vehicles for staff to undertake investigations, monitoring and public education. Internal administrative controls will be required for authorizations, to monitor vehicle usage and to control fuel consumption. Vehicles should incorporate generally accepted security standards for functions of this nature in Sudan.

2.5 Information, Communications and Technology infrastructure developed

As noted in the CAR, current ICT equipment is inadequate.[8] The current arrangements are not secure and compromise Commission documents and communications.

The project will support the procurement and acquisition of the necessary equipment, to ensure network security, ongoing maintenance and training. The project will support an ICT specialist, working closely with the Institutional Development Advisor, to undertake a needs assessment for the planned requirements of the Commission.

<u>Output 3: Organizational Development strengthened</u>

3.1 Approval Process for the Organizational Structure supported

In October 2013, a proposed organizational chart was developed during the strategic planning process, based on a staffing level of 48 full time equivalents. It was approved in principle by the Chairperson and Deputy Chairperson but has not yet been approved by the Office of the President. Clarification of the Commission's authority pursuant to the *NHRC Act* in Output 1.3 would address the legal issues, but pending a legal change, the necessary approvals should be secured.

3.2 Human Resources planning developed and First Wave of Recruitment implemented

The project will support efforts by the Commission to prepare a human resources plan that includes ethics policy, applicable public administration guidelines, job descriptions, reporting relationships, performance management planning, and equity objectives that take into consideration geographical and professional diversity, as well as gender equity (training is addressed in the following section).

The project will assist with a national, competitive recruitment plan and campaign for management and key staff in Phase I. Hiring outcomes should demonstrate sensitivity to gender equality in all ranks of the organization, and should seek to attain diversity in regional representation and representation by disadvantaged groups.

The HR plan should include a program for volunteers, to benefit youth and build community engagement (see Output 3.4, below).

3.3 Development of Comprehensive Training Plan and Curriculum supported

As the first NHRI in Sudan, it is unlikely that the Commissioners or the staff will come to their job fully equipped from previous job experience. This makes training especially important. There have been various workshops, training sessions and a study tour for capacity development for Commissioners to date, as well as activities to build public and governmental awareness of human rights and of the Commission. Such initiatives have been helpful and received positive feedback from the Commissioners.

As staff are hired, however, a more systematic and organized training curriculum is required that addresses learning needs of staff based on their job descriptions and not only generic human rights

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[8] As discussed in the CAR, the Commission has some ICT capacity, but it is minimal, comprising about five computers, two USB keys with internet capacity, and two televisions. There are telephones in each office and three photocopiers. None of the Commissioners has a mobile phone provided by the Commission. Not all the Commissioners appear to be comfortable using computers. The same appears to be true for the secretary who receives complaints and for the finance officer who appear to rely principally on manual records.

training. One-off training sessions for NHRIs in the early phases of development are not always optimal for connecting learning to job performance. NHRI staff should be experts in their fields, and professional training and development is part of a longer-term 'life-time of learning' philosophy.

Training should be based on a "whole organization" approach that includes phased training and building learning. This is targeted training (that is, appropriate to job descriptions), an approach which, while more costly at the front end, promotes sustainability and allows the Commission to train and orient new staff in core human rights issues. Training should also be used to build engagement with CSOs, by including them as participants or as partners in the delivery of training wherever possible. Training plans should include clear learning outcomes, which will be subject to subsequent evaluation (Phase II).

The project will support an "engaged" participatory approach that is hands-on/experiential to the extent possible, although certain aspects of training will take place in a classroom setting. Training and professional development should ensure sustainability so that the Commission develops the internal capacity to provide in-house training, and develop a full curriculum based on a Training of Trainer (TOT) approach. The Commissioners, management staff and key staff – and monitoring and investigation staff for Darfur (see Output 3.5) - will be the main beneficiaries of training in Phase I, with the balance of staff hired in the second wave of recruitment trained in Phase II.

The project will therefore support a needs assessment, a comprehensive and phased-in training plan for Phases I and II, and a curriculum based on participatory and experiential learning principles. Targeted training elements should be included for job-specific training. Management should be trained using a ToT approach so that they can support the Phase II training of staff.

3.4 Volunteer Program developed

The Commission will develop a pilot program to engage volunteers and to promote CSO engagement. Structured opportunities to work with the Commission could provide young people with meaningful work opportunities and job experience. This is especially important for young professionals for whom opportunities may be limited. Such initiatives would also create a vital and engaged group of young people who can improve the Commission's connection to CSOs, as well as better information about human rights issues on the ground. Finally, the training program could provide a pool of potential applicants for full-time positions at the Commission for volunteers who have demonstrated a high level of performance.

Proper screening of applicants, appropriate contractual arrangements, and careful supervision of volunteers are important to ensure that applicants are nonpartisan, committed to human rights work, and capable of contributing to the Commission. It is also important to ensure that volunteers are deployed appropriately, and provided with clear training opportunities and workplace experience development, complete with the possibility of references, where appropriate, to ensure that there is an appropriate exchange of value and that volunteers are compensated in nonfinancial terms for their contributions.

Because of the country's situation, and the tenuous relationship with CSOs, there is an important opportunity to engage with human rights defenders, including young people eager to support their country on a volunteer basis. For example, allowing young volunteers the opportunity to be trained and to work in the reception area, on inquiries and to provide basic information, would provide the Commission with access to a pool of educated people looking for opportunities to gain work experience, legal expertise, and to familiarize themselves with the functioning of the Commission with a low level of risk to the institution.

The project will support the development of the pilot volunteer program.

3.5 Delivery of Human Rights Training I supported

The first element of the training program developed in Output 3.3 is the delivery of the introductory human rights training primarily for Commissioners, management, key staff and, if the program is approved, volunteers.

The project will support the recruitment of expert trainers on the "Role of NHRIs", "Principles of Human Rights", and "Major human rights instruments and the Sudan Bill of Rights." Learners among management should be selected to support the training of staff in Phase II based on a ToT model.

The project will use the expert trainers deliver the training and prepare training materials that will be reused in Phase II. Support for the coordination of the training plan should be provided by the Project Team.

According to the Strategic Plan, the approved State budget for the Commission includes hiring of investigation and monitoring staff in Phase I for the branch offices in Darfur (priority) and other conflict areas (see also Output 5 and 6). As a result, specialized training for these individuals, which was initially scheduled for Phase II, could be advanced to Phase I – with a view to developing monitoring missions in Darfur, using head headquarters in Khartoum as a base. Eventually, once the infrastructure for the regional branch offices is developed in Darfur and other conflict areas, the staff would be based in these branch offices.

3. 6 Administrative and Operational Policies established

Like all public institutions, NHRIs require basic administrative policies in order to establish internal controls and capacity to report internally (finance, planning, audit), and to ensure financial probity and responsibility. Internal decision-making should be consistent and fair. All administrative policies should be consistent with employment equity principles, including gender equality.

The project will support the development of administrative policies, through the Institutional Development Advisor, working closely with the Secretary General, and provide workplace-based training and orientation to Commission staff.

The project will further support the development of operational policies with respect to protection and promotion of human rights. These include policies for conducting investigations, human rights monitoring, public education and communications.

Indicative areas for operational policy development are provided below:

Operational policies: The Commission should develop a comprehensive list of operational policies including standards and timelines for:
- Case management (based on workflow design from Phase I);
- Professional Ethics and conflicts of interest;
- Investigation procedures;
- Media relations protocols;
- Monitoring;
- Public education;
- Referrals (complaints);
- Service standards for the public.

3.7 Development of a Knowledge management plan supported

The Commission requires the capacity to collect, analyse, and use data and qualitative information. Knowledge management brings together the systems that collect, analyse, and use data with a focus on NHRI functions. These typically include information and document management, publications, research programs, archives and records (including confidentiality, records access and record retention), as well as internal evaluation.

Databases or other information management systems are required to monitor the progress of human rights, including the progressive realization of rights and related development goals, disaggregated by human rights grounds, gender, geographic/state distribution and other relevant human rights factors. The Commission should further be capable of securing information and data

from other government agencies and analysing that data as well (Data capture and analysis related to the case management system is addressed in Output 4.)

The project will support the development of a knowledge management plan that addresses all these areas. The development of the plan should be overseen by the Institutional Development Advisor, working with a qualified expert in relation to technical aspects of document management, information management, records management, research and publications, and evaluation.

OVERALL RESULT of PHASE II: Key capacities for human rights protection established

Output 4: Complaints Management Infrastructure strengthened

The *NHRC Act* provides that the Commission may receive complaints from organizations or associations and from individuals. As a result, the Commission is a "quasi jurisdictional" institution within the meaning of the Paris Principles. Managing human rights cases requires a governance structure and procedures to assist the Commission to receive, process, investigate and track human rights complaints and investigations efficiently and effectively. This is a priority in Phase I to create the foundations for the protection mandate. This output will be overseen by the Institutional Development Advisor, working closely with the Commissioner responsible for complaints management.

4.1 Development of Sound Case Management Governance supported

Responsibility for case management in the Commission lies with the Complaints Committee. It oversees the activities related to the full cycle of human rights complaints management. The Committee is assisted by a secretary with legal training, who functions as a *de facto* complaints registrar (The position of Registrar is included in the organizational chart).

The functional responsibility for handling complaints should be shifted to investigators once they are hired. Recommendations with regard to the disposition and referral of complaints should be made by the Complaints Committee and transmitted to the plenary group of Commissioners as a whole for final decisions (linked to Output 1.5).

The project, through the Institutional Development Advisor, will support the amendment of the mandate of the Complaints committee to transfer operational responsibility for investigations and the development of case reports from the Complaints Committee to investigations staff.

4.2 Case Management Procedures and Workflow Design strengthened

Human rights protection is one of the two main functions of NHRIs. Effective complaints management is a cornerstone of the protection function. The current and rudimentary case management system requires significant development.

The project will support the development of a workflow for the entire life cycle of case management. A sample description of key areas for workflow design is provided below on an indicative basis only. The workflow design should be carefully documented to serve as the basis for training materials and, eventually, a case management (CM) manual. The project will further support the translation, if required and the publication of printed and soft materials regarding its complaints procedures, the latter of which should be in an accessible web-based format.

Sample description of key areas for workflow design
A *case flow design* includes inquiries and intake, decision trees (e.g., preliminary jurisdictional decisions), identification of systemic cases, investigations, reporting, recommendations and disposition, and follow-up of referrals. Sample steps are included below:

- *Intake:* A "triage" process should be established with criteria to handle complaints that are out of jurisdiction, trivial or vexatious, aged, or that are more appropriately dealt with by another institution;
- *Investigations:* Basic steps in the investigations process;

- *Referral:* Procedures to track complaints after referral to other agencies or entities to ensure that complaints are appropriately dealt with and to consider alternatives when other organizations neglect or refuse to address complaints in an appropriate manner;
- *Reporting:* Basic steps in the reporting process;
- *Urgent procedures:* A process and timeframes for urgent appeals/ complaints, especially those involving danger, risk or reprisal to a complainant or witness' security of the person;
- *Confidentiality and witness protection:* Procedures to protect the confidentiality of parties, and to ensure that complainants and witnesses are protected from harassment and reprisal;
- *Systemic cases:* Procedures or checklists to review incoming cases and identify patterns revealing systemic issues that require a broader approach, pooled complaints, or a system-wide investigation;
- *Periodic Review of Cases.*

4.3 Feasibility Study for the Automation of Case Management System conducted

Based on the workflow design in the preceding section, the project, through the Institutional Development Advisor, will support the development of a feasibility study on an appropriate, cost effective solution for automating case management. The study should include not only options that are appropriate for a nature rise in the developing country context, but also costing, development, implementation, training and maintenance.

An IT solution to case management would automate workflow, and would also support internal collaboration, reporting, party management, reporting (including for statistical reports about the case load) an auditing/evaluations. Consideration will have to be given to the language of the interface.

Output 5: Engagement in Darfur supported

In 2011, the Government of Sudan made a commitment in the framework of the Doha Document for Peace in Darfur (DDPD) to support the SNHRC to establish a regional presence in Darfur. Article 13 and 14 of the DDPD provide that the Government of Sudan is committed not only to the full establishment and effectiveness of the Commission, but also to facilitating a "decentralized, independent, autonomous and resourced Human Rights Sub-committee for Darfur."

As a result, there is a strong expectation among the citizens of Sudan and the international community that this process is moving forward. The approved 2014 State budget for the Commission includes funding for monitoring and investigations staff to be deployed to Darfur and the other conflict areas.

According to the Strategic Plan and based on the national and international significance of the DDPD, the conflict areas Darfur and the Protocol Areas require the Commission's particular attention due to the severity of occurring human rights violations. Given that the Commission's headquarters has not yet been fully established, the Commission aims to initiate steps towards establishing branch offices in Darfur, South Kordofan, Blue Nile/Abyei and Eastern Sudan, with a pilot project in Darfur as a priority. These steps include:

- Leading an interactive dialog at the states level on the establishment of the branch offices;
- Inserting a training component into the general training plan of the Commission for human rights activists and new staff of these branches (see Output 3.5 and 6);
- Complete the establishment of a branch office in Darfur as a priority in the last quarter of Phase I or the first quarter of Phase II.

5.1 Creation of a New Committee on Darfur supported

The project will support the Commission in establishing a new sub-committee that shall be responsible for monitoring human rights, and protecting and promoting rights in the conflict areas with priority focus on Darfur and assist, as required, in the development of a specialized action plan for engagement in Darfur. The project will provide support to the Commission to lead a consultative

process and interactive dialogue with the Darfur Regional Authority (DRA), UNAMID, OHCHR and other relevant partners to implement the specialized action plan with the aim to accelerate the establishment of the branch office in Darfur as a pilot project.

If the Darfur project is successful, it would be scaled up to other regions of the country with a view to the physical establishment of offices as early as Phase II, although it is likely that at least some of the establishment of branch offices will still take place in Phase III.

5.2 Development of targeted programming for Darfur supported

Until the establishment of the regional branch office in Darfur is completed, the project, in cooperation with UNAMID, will support the Commission to develop targeted programming in Darfur according to the specialized action. Activities will include the facilitation of the Commission's participation in the Darfur Human Rights Forum. Further, the Commission will be supported to attend a workshop on joint human rights cooperation framework (with UNAMID) and meetings of State human sub-forums at the local level to address key human rights concerns.

To the extent possible, investigations and monitoring staff will be among the staff hired in Phase I of the Strategic Plan, and will receive human rights training through the general training plan adopted by the Commission (see Outputs 3.5 and 6). The role of CSOs should be highlighted in Darfur as the "eyes and ears" for the Commission, as well as to provide a platform for CSO engagement and for engagement with human rights defenders.

Output 6: Commissioners and staff capacity to perform respective functions through the delivery of targeted trainings and professional development

In Phase I, the training plan and curriculum were developed, and the first wave of training took place. Phase II includes the second wave of delivery of that training for new staff, supported by experts and management members identified in the ToT process. It also includes specialized and targeted training that is appropriate to staff job descriptions, and evaluation process and the development training manuals.

The project will support the delivery of this training and will further support the development of training manuals for each component. Management who were trained in the first phase will be involved in training in this phase. As part of the strategic objective of building collaboration with civil society, and as noted for the introductory human rights training in Phase I, many NHRIs make it a practice to invite NGOs and community organizations to staff training courses. Of course, this is done on an "as appropriate" basis. A particular effort needs to be made to ensure that women's organizations and those organizations representing vulnerable groups more generally are included. Where possible, their direct expenses should be paid, subject to applicable UN rules. The next activity deals with the Delivery of Human Rights Training. Training with respect to Administrative policies and operational policies, and case management should be included in the overall training plan, but are dealt with in separate sections below.

6.1 Delivery of Human Rights Training II supported

This activity is the continuation of the introductory training delivered in Phase I (linked to Outputs 3.3, 3.5). It is designed for providing the second wave of staff recruited with the same introductory human rights training as in Phase I (see Output 3.5). This will be done in a five-day session.

The project will support the delivery of Phase II training based on the curriculum prepared in Phase I to ensure that training is part of the single and coherent plan, and that it builds on learning from the previous Phase. As noted earlier, and where possible, CSOs should be trained together with, or should participate in delivering training to, Commission staff as a way to foster community engagement.

Phase II training will include advanced training that is targeted for staff and includes investigations and case reporting, human rights education and advocacy, the role of the media, transitional justice, the international human rights system and international reporting, according to the job descriptions

of the staff. Depending on the training available, specialized attention should be given to the human rights situation in Darfur. If the investigations and monitoring staff for Darfur is hired in Phase I, specialized training for these individuals, which was initially scheduled for Phase II, could be advanced to Phase I. Otherwise their training will be included under this output.

6.2 Delivery of Training on Internal Policies supported

In Phase I, administrative and operational policies were identified, drafted and approved (see Output 3.6). The project, through the Institutional Development Advisor, or an external consultant specializing in organizational development and administration, will support the Commission to ensure that all staff receive appropriate training and orientation on the Commission's internal administrative policies. Managers trained in Phase I should be involved in the training of their staff.

6.3 Evaluation of Learning and Impact supported

The project will support the impact of the training activities in both Phase I and Phase II through a formal evaluation that assesses the quality of learning against set learning objectives, the impact of training on case management and the implementation of operational policies against the standards and criteria set in those policies.

Output 7: Case Management, Investigations and Monitoring strengthened

7.1 Case Management, Investigations, and Monitoring Manual developed

A Case Management (CM) manual is a critical work tool for providing ongoing guidance about consistent and fair procedures, for orienting new investigation and monitoring staff, and for providing refresher training. Clear, comprehensive and updated manuals are a major undertaking that should be specifically targeted as soon as the complaints flow design has been developed and approved by the Commission.

The project will support an external consultant to consolidate the workflow design, and operational policies developed in Phase I into a manual on case management, investigations and monitoring procedures (CM manual) if the Institutional Development Advisor still in place, the work should be facilitated and coordinated by the Institutional Development Advisor.

Sample CM manual contents
Workflow design, including planning, developing a theory of the case, intake/triage, investigation procedures, file management, interviewing witnesses, note taking, maintaining confidentiality of sources, witness protection, handling evidence, case reporting and recommendations regarding referrals.

7.2 Establishment of Monitoring Program supported

The essential features of monitoring programs are that they be managed (that is, planned, resourced, controlled and evaluated), that they be part of ongoing regular activity, usually on a cyclical basis, and be proactive rather than reactive to crises. There should be specific targets for results envisaged, including the progressive realization of targets for economic, social and cultural rights.

The project will support the establishment of a monitoring program, based on at least two key areas of activity. Based on the information obtained in the strategic planning process, the following two areas of operation are appropriate in terms of strategic priorities, but the Commission is of course free to choose other areas:

- *Monitoring Selected Human Rights Issues in Darfur*: Building on the creation of the Darfur Committee and the activities outlined in Phase I, the Commission would be well placed to undertake monitoring activities in this region. The Committee, along with selected monitoring staff would have the ability by Phase II to monitor and report on selected developments in the region.
- *Monitoring Prisons and Detention Centers*:[9] Monitoring the rights of detainees is an area of priority identified by Commissioners. There are several detailed guides available for NHRIs in the area of monitoring detention facilities. Monitoring may extend not only to official detention facilities, but also to other areas where people may be detained, including those under house arrest, persons in refugee camps, and in hospitals (especially for mental health patients) and any other facility where individuals may be detained, formally or informally.

Other potential areas of monitoring linked into human rights priorities include censorship in the press and monitoring of the rights of religious minorities. The project will further support the publication of monitoring reports.

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[9] Monitoring prisons depends upon the ability of the Commission to access his facilities, and is currently the subject of negotiations with the office of the Pres. in order to obtain the necessary credentials that will be recognized by prison authorities. However, as noted above, prisons are not the only areas where detention might be taking place.

7.3 Case Management System Automation

Following the feasibility study in Phase I (see Output 4.3), the project will support the Commission to make a determination as to whether the automation of case management is feasible, and to proceed with procurement, development, implementation and training, if so.

7.4 Evaluation of Case Management, Investigation and Monitoring Targets

By the end of Phase II, the Commission should be able to produce data and information on effectiveness in case management; compliance with policies, targets and service standards, including intake and triage, investigation standards, urgent procedures, confidentiality and follow-up on referrals; and progress in the development of its monitoring program.

The project will support the independent evaluation of case management standards (including timelines, caseload age, etc.), and relevant operational policies and service standards.

Output 8: Delivery of Public Education and Outreach Programs supported

The Commission has already undertaken public awareness programs regarding the human rights situation in Sudan and its own role as a NHRI. It organized workshops on women's rights, and an awareness-raising workshop for Government representatives and training and workshops with civil society organizations in Khartoum, Port Sudan, Kadugli, Nyala and Gadarif. The Commission has also engaged with Government organs and agencies, including the judiciary, the Ministry of Internal Affairs, the Constitutional Court and the national security services, on different human rights concerns such as press censorship, political detentions and the effect of the application of the 2010 National Security Act on the enjoyment of human rights in the country.

The initiatives should be continued and expanded. A majority of the Commissioners identified public education and awareness as an area of priority. They were of the view that despite some recent improvements, Sudanese are unaware of their rights. The designation of the decade 2013-2023 as the decade of human rights education provides important opportunities for the Commission. A national public education strategy is the first and central step.

8.1 National Public Education Campaign conducted

The project will support the Commission to develop a national public education and awareness campaign about human rights, including a cross-country tour to at least ten (10) states over the life of the project, supported by public service broadcasts (radio and television, if possible), public service announcements, newspaper inserts and visits to universities, schools and community organizations.
National public education campaigns should also target parallel training for law enforcement and national security services to deliver specialized training on human rights and on the role of the Commission. According to the Strategic Plan, priority should be given to the areas selected for establishing regional branch offices.

Commissioners should continue to organize awareness and training workshops on a systematic basis with respect to the existence and role of the Commission. Sample elements of the campaign are set out below.

Sample Elements of a National Public Education and Awareness Campaign:
- A cross country tour for the Sudanese public in at least 10 states over 2 years;
- A cross country tour for local officials in at least 10 states over 2 years;
- Media campaign in newspapers, electronic and social media;
- A specialized series of trainings for police and security officials;
- Web site development/upgrading.

8.2 Development of Annual Reports and Publications supported

Preparing and disseminating annual reports, special reports and other publications are provided for in the NHRC Act (ss. 9(1), 9(2) (l), (m), and (p)). The 2012 annual report is completed, but as of January 20, 2014, it had not been released to the public.

Publications, and especially annual reports, are important vehicles for enhancing public awareness about the activities of a NHRI and about the state of human rights. They also form the cornerstone of the institution's public accountability.

The ability of the Commission to release publications, including annual reports, should not be subject to prior State authorization, which constitutes a directly infringement of the Commission's statutory independence and its capacity to publish reports, as set out in sections 5 and 9 of the *NHRC Act*. The project will support the drafting, translation and dissemination of the Commission's annual reports, special reports and monitoring reports (linked to Output 7.2).

8.3 CSO Engagement strengthened

CSO engagement is an area of comparative advantage for the Commission, as compared to government institutions, including the ACHR. CSOs are restricted in their ability to partner with other organizations and even register as legal entities in Sudan. In addition, CSOs are reportedly restricted in their ability to meet in public spaces or even to issue press releases. The Commission is subject to none of these restrictions and is in a unique position to exercise its ability to support CSOs.

The project will foster CSO engagement by convening CSO's to regular meetings to share good practices and exchange information, and will further support advocacy with state and government institutions to promote law and policy reform that will ease restrictions on CSOs in Sudan, and the implications for civil and political rights, including freedom of association and of peaceful assembly.

Output 9: International Cooperation strengthened

International cooperation, including NHRI networks, is among the basic functions of NHRIs. The SNHRC has a committee dedicated to this function. The Commissioner responsible for the committee has diplomatic experience and is well-placed to assist the Commission in this regard.

The project will support engagement in international work through support to attend appropriate venues for participation in international/regional events and meetings to learn about emerging international views and best practices of NHRIs in other countries.

The steps taken in the section will pave the way for the Commission's accreditation by the ICC, with a view to actual application for accreditation by Phase III.

9.1 Development of International Liaison supported

Building on the results of Phase I with regard to securing greater legal and administrative independence of the Commission, the project will aim to work towards the attainment of "A" status for the Commission under the Paris Principles.[10] One aspect of this is the development of liaison with the international human rights system.

In this regard, the project will support the attendance by the Chairperson or the Deputy Chairperson to regional and international human rights networks.

9.2 Commission's Contribution to the International Human Rights System and Reporting supported

The Commission should contribute independent reports to the UN and/or African systems, including to treaty bodies, special procedures and mandate holders. As well, the Commission should identify and prioritize international human rights instruments that the State of Sudan has not yet ratified and advocate for signing and ratifications.

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[10] It should be borne in mind that NHRI accreditation and many of the conditions of accreditation are not in the hands of the Commission, and depend on the willingness of the Government of Sudan to provide the necessary structural guarantees of independence and adequate resources to the Commission.

The project will support the Commission to draft independent reports to UN treaty bodies, and to regional bodies, as appropriate, and to provide submissions to the State with regard to the ratification of international instruments.

<u>Output 10: Provision of Advice and Assistance to government supported</u>

This output addresses three areas of advice and assistance to the Government of Sudan. The project will support efforts to harmonize Sudan's legislative and policy framework with human rights law, including international human Rights Laws.

10.1 Strengthen Sudan's Normative Human Rights Framework

The project will support the Commission's participation in the independent committee of experts established through the UPR process. It will further support the provision of independent legal expertise with respect to the legislative and policy framework of Sudan, as well as review and report on the human rights impacts of significant court decisions. This will be undertaken in a manner so as not to compromise its independent status or its ability to push for law reform outside the confines of committee work. Law reform includes, but is not restricted to, the following areas: National security legislation, criminal procedures, domestic laws, and the laws of evidence. Provisions that permit arbitrary arrest and arbitrary detention, including preventative detention, should be addressed through advocacy to end legalized impunity and to address ill-treatment in detention. Other areas identified priorities to the strategic planning process include freedom of the press, and the application of religious laws, as well as discrimination against women as a crosscutting area of legislative and policy review.

Finally, the project will support the preparation of submissions to the Government of Sudan in order to advocate for the ratification of key instruments, including the Convention on the Elimination of All Forms of Discrimination against Women and the Convention against Torture.

10.2 Implementation of the National Action Plan supported

The 2013-2023 National Action Plan for the Protection and Protection of Human Rights (NAP) is Sudan's human rights plan for the coming decade. The NAP deals largely but not exclusively, with the Universal Periodic Review recommendations and the proposals to implement the Decade of Human Rights Education and accompanying initiatives related to the educations system and reform of the Syllabus.

Responsibility for the formulation and implementation of the NAP lies with the State itself. In the case of Sudan, the ACHR is the government lead. The NAP does not give the Commission any explicit role with respect to the implementation of any of its elements.

The project will support the Commission to monitoring the National Action Plan and the drafting, translation, as required, and report on progress for inclusion in the Commission's own annual reports.

10.3 Development of a new Constitution supported

According to the Strategic Plan, the Commission is an essential and important partner in the Constitution-making process. The Commission aims to communicate with the Government and with all relevant stakeholders, to provide its advice and views with respect to the new Constitution and, in particular, to ensure the commitment of all parties to strengthen and include the Bill of Rights into the new Constitution. To do so, the Commission will form a Committee which is devoted to the Constitution-making process.

The Commission is specifically authorized by the NHRC Act to "provide advice to the government on any matter relating to human rights" (s. 9(2) (e)). The development of a new Bill of Rights within the new constitution is obviously fundamental to the Commission's role in this regard.

The project will support the Commission's participation in State processes, once the constitutional process is formally announced. The project will support cooperative activities, in partnership with government and state institutions, to advocate for strong human rights protections in the new

constitution, for access to justice in relation to human rights protections and remedies, and for compliance with international human rights law by preparing position papers and participating in meetings.

10.4 Commission's Capacity to Provide Advice and Support for Country Reporting strengthened

In Sudan, the ACHR has the lead on country reports to treaty bodies. The project will assist the Commission to provide advice and commentary on country reports, without detracting from or compromising its role in developing its own independent reports.

Output 11: Commission's Knowledge Management Framework implemented

The project will implement the knowledge management plan developed in Phase I, including aspects related to document management, information management, archives and records, research and evaluation. The project will, specifically, support the following areas:

11.1 Archives and Records/Document Management developed

The project will support the development of a needs assessment and planning with regard to an archival and record-keeping policy for the retention and management of all Commission publications, including brochures, pamphlets inserts, complaints manuals, annual reports, etc. Documents should be catalogued and available at the Commission, and, preferably, placed online. If resources permit, the project will assess the feasibility of a documentation centre that is open to the public (linked to Output 3.7).

Special procedures need to be established for secure record retention and disposal for human rights complaints and monitoring files (linked to Outputs 2.4 and 3.7).

11.2 Information Management System established

The project will support the development of a database which would allow the Commission to track and report on data about particular areas of human rights, disaggregated by grounds such as age, sex, disability, ethnic origin, religion, region of origin, etc. Good data tracking will assist with establishing priorities and should support the evaluation cycle at the end of the Strategic Plan.

11.3 Evaluation System established

The project will support the Commission in undertaking an independent evaluation of its internal information management system, its case management system, and its overall achievements in terms of the development of the strategic planning process, as amended over time.

Evaluation results should be planned linked to the internal evaluation processes set out in other areas of this Project Document, and then used for the next planning cycle to allow the Commission to adjust its own strategic objectives.

IV. RESULTS AND RESOURCES FRAMEWORK

Relevant CP outcome indicators:	**Outcome 2:** Citizen Expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.
	UNDAF/CPAP Outcome 6: People in Sudan are protected under an enabling environment that guarantees the rule of law, basic rights and fundamental freedoms.
	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.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

1. Number of justice institutions per 100,000 residents in selected states, disaggregated by type of institutions / Baseline: Kassala (police stations 5.41/100,000, courts 2.47/100,000); South Kordofan (police stations 6.96/100,000, courts 1.9/100,000, courts 1.92/100,000); West Darfur (police stations 1.9/100,000, courts 2.36/100,000) /Target: Kassala (police stations 6/100,000, courts 5/100,000); South Kordofan (police stations 8/100,000, courts 4/100,000); West Darfur (police stations 5/100,000, courts 4/100,000).

2. % of people expressing high confidence in and easy access to rule of law institutions disaggregated by gender disaggregated by state /Baseline: 46% report high confidence overall; 40% women report high confidence; 22% reported easy access. /Target: 60% report high confidence overall; 50% women report high confidence; 40% report easy access.

3. Number of laws and policies in the governance sector reviewed or endorsed in line with international standards and norms /Baseline: TBD /Target: 5 new laws/acts to reviewed and endorsed and human rights provisions incorporated in the new constitution.

Results & Indicators	RESPONSIBLE PARTIES	PLANNED BUDGET (USD)
Result 1: Organisational foundations are established.		
Results Indicators:		
1.1 Commission fully established and operational		
1.2 Capacity Development Strategy established and approved		
Output 1: Preparatory Work for Planning, Project Management, Governance, Finance supported	UNDP, SNHRC, MoJ	Implemented
Output 2: Development of Infrastructure and ICT supported	UNDP, SNHRC	Implemented
Output 3: Organizational Development strengthened	UNDP, SNHRC, OHCHR	Implemented

Result 2: Key capacities for human rights protection established

Results Indicators:
2.1 # of cases processed, appropriately dismissed or referred elsewhere
2.2 % of Commission staff fully aware of roles and tasks and capacitated

Output 4: Complaints Management Infrastructure strengthened *Indicators:* 4.1: Mandate of Complaints committee reviewed/modified and Job classification of secretary reclassified as Registrar 4.2: Extent to which workflow design for Case management is completed for entire lifecycle of complaints 4.3: Progress on development of operational policies for complaints management established 4.4: Feasibility study developed/finalized on viable options for automated CM system	UNDP, SNHRC	376,000
Output 5: Engagement in Darfur supported *Indicators* 5.1: New committee on Darfur established and strategic priorities for Darfur defined 5.2: # workshops on joint human rights cooperation framework conducted 5.3: # of meetings of Darfur human rights forum 5.4: # of meetings of State human rights sub-forums at the local level to address key human rights concerns	UNDP, SNHRC, UNAMID	110,000
Output 6: Commissioners and staff capacity to perform respective functions through the delivery of targeted trainings and professional development *Indicators* 6.1. # of training materials developed and # of staff trained on new policies and software; protection and promotion 6.2 # administrative and operational policies developed covering all areas of NHRI	UNDP, SNHRC, OHCHR	177,833
Management and operation cost	UNDP	169,500

Result 3: HR protection professionalised and outreach expanded

Results indicators:

   3.1 Increase per year (%) of cases processed, appropriately dismissed or referred elsewhere

   3.2 % increase of Commission staff fully aware of roles and tasks and capacitated

Output 7: Case Management, Investigations and Monitoring strengthened	UNDP, SNHRC	100,000
Output 8: Delivery of Public Education and Outreach Programs supported	UNDP, SNHRC, UNAMID	130,000
Output 9: International Cooperation strengthened	UNDP, SNHRC	75,000
Output 10: Provision of Advice and Assistance to government supported	UNDP, SNHRC, OHCHR, MOJ	120,000
Output 11: Commission's Knowledge Management Framework implemented	UNDP, SNHCR	
Management and operation cost	UNDP	130,555
GMS		181,212
Total Budget		1,500,000

Partnership Strategy: The lead UN partner will be UNDP, working in collaboration with OHCHR, UNOPS, UNAMID, UNICEF, UNHCR, IOM and UN Women. Donors in the international community will be invited to participate in specific outputs or activities that are relevant to their strategic priorities.

Project title and ID (ATLAS Award ID):   Strengthening the Capacity of the Sudan National Human Rights Commission, ID: 00083649

Result 2: Key capacities for human rights protection established

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Q1	Q2	Q3	Q4	RESPONSIBLE PARTY	Funding Source	Budget Description	Amount
Output 4: Complaints management infrastructure strengthened	Activity Result 4.1: Development of Sound Case Management Governance supported					UNDP, SNHRC	UNDP	Development of Sound Case Management	50,000
Indicators:									
4.1: Mandate of Complaints committee reviewed/modified and Job classification of secretary reclassified as Registrar	- Action: Modify mandate of complaints committee to provide for role of investigation staff		X	X			Japan	Modify mandate of complaints committee to provide for role of investigation staff	25,000
	- Action: Classify position of Registrar		X	X					
	- Action: Conduct capacity training programme for NHRC staff								
4.2: Extent to which workflow design for Case management is completed for entire lifecycle of complaints	- Action: Establish the complaints committee to oversight role and position of Registrar						Japan	Training/workshop	40,000
4.3: Progress on development of operational policies for complaints management established							UNDP	Establishment of complaints committee	50,000
	Activity Result 4.2 Case management procedures and workflow design strengthened					UNDP, SNHRC	Japan	Cease management Training/workshop.	35,000
4.4: Caseload age and # of cases processed, appropriately dismissed or referred elsewhere on a preliminary basis for jurisdictional reasons	- Action: Recruit consultant		X	X				International/national Consultant	
	- Action: Design CM workflow		X	X	X				
	- Action: Produce Standard letters and templates			X	X			Print/Publication/Material/training	
4.5: Feasibility study developed/finalized on viable options for automated CM system	- Action: Develop Training materials			X	X				
	- Action: Deliver training on case management			X	X				

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Baseline (2014): 4.1: Complaints Committee established and has begun working, but administrative staff acts as intake officer and registrar	**Activity Result 4.3: Feasibility study on Automation of Case Management System conducted** - Action: Recruit consultant				X	UNDP, SNHRC	Japan	Feasibility study	50,000
4.2: There is no structured workflow for case management life cycle in SNHRC	- Action: develop Needs analysis						Japan	Established the automated complain management system	36,000
4.3: No complaints management manual	- Action: prepare template RFP based on workflow design, operational policies						UNDP	Preparation of RFP template based on workflow design, operational policies	30,000
4.4: No automated case management system in place	- Action: develop options and recommendations for automated system with costing								
Targets (2015): 4.1: Complaints committee assumes oversight and governance role; position of registrar established							Japan	Procedures and steps developed for intake, investigations, referrals, reporting, urgent cases, confidentiality, and systemic cases	60,000
4.2: Complaints management process flow is designed for entire case management life cycle									
4.3: Procedures, steps in form of manuals are developed for intake, investigations, referrals, reporting, urgent cases, confidentiality, and systemic cases	**Activity Result 4.4 : Project Management** (audit, evaluation, staff cost)						Japan	Project Management (audit, evaluation, staff cost)	94,000
4.4: Automated Caseload feasibility study finalized									
Total for Output 4									**470,000**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	TIMEFRAME				PLANNED BUDGET		
			Q1	Q2	Q3	Q4	Funding Source	Budget Description	Amount
Output 5: Engagement in Darfur supported	**Activity Result 5.1: Committee on Darfur established**	UNDP, SNHRC	X	X	X	X	Japan	Workshop, joint human rights cooperation framework	35,000
Indicators	Action: Support the development of a committee mandate within the SNHRC						Japan	International Human Rights instruments/Treaties and Sudan Bill of Rights in place	35,000
5.1: New committee on Darfur established and strategic priorities for Darfur defined									
5.2: # workshops on joint human rights cooperation framework conducted	**Activity Result 5.2: Development of targeted programming for Darfur supported**								
5.3: # of meetings of Darfur human rights forum	Action: Workshop on joint human rights cooperation framework;								
5.4: # of meetings of State human rights sub-forums at the local level to address key human rights concerns	Action: Organize meetings of the Darfur Human Rights Forum with the Government of the Sudan, the Advisory Council for Human Rights in Darfur, the National Human Rights Commission, the diplomatic community, United Nations agencies and civil society organizations;						UNDP	Committee on Darfur established	20,000
Baseline (2014):							Japan	Development of targeted programming for Darfur supported	20,000
5.1: DDPD stipulates that the SNHRC will be funded to establish office(s) in Darfur, but no current capacity to establish a state offices									
5.2: No engagement of SNHRC in joint human rights cooperation framework	Action: Conduct meetings of State human rights sub-forums at the local level to address key human rights concerns								
5.3: No meetings of the Darfur Human Rights Forum took place with SNHRC participation	Action: International Human Rights instruments/Treaties and Sudan Bill of Rights in place								
5.4: No systematic engagement or activities in Darfur							Japan	Project Management (audit, evaluation, staff cost	28,000
Targets (2015)	**Activity Result 5.3 : Project Management (audit, evaluation, staff cost)**								
5.1: Special committee on Darfur in place and Strategic priorities for Darfur set									
5.2: 1 workshop on joint human rights cooperation framework									
5.3: 2 meetings of the Darfur Human Rights Forum with Gos, ACHR, SNHRC, donors, UN agencies, CSOs									
5.4: 12 meetings at the local level to address key human rights concerns									
Total for Output 5									**138,000**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 6: Commissioners and staff capacity to perform respective functions through the delivery of targeted trainings and professional development	**Activity Results 6.1: Support the Delivery of Training on Internal policies**					UNDP/SNHRC	Japan	Support the delivery of trainings for internal policies for commissioners and staff.	58,945
Indicators 6.1. # of training materials developed and # of staff trained on new policies and software; protection and promotion 6.2 # operational policies developed covering all areas of NHRI	Action: Workshops and consultative dialogues carried out on core human rights topics (freedom of expression association, assembly and religion; legal rights including detention, torture, and ill-treatment; women's rights and child rights) for staff involved in protection and promotion activities						Japan	Assess feasibility of automated software for financial controls and other areas of routine administration	40,000
Baseline (2014): 6.1. Lack of capacity of staff (management and other levels) on new policies and software, as appropriate 6.2. No comprehensive compilation of internal administrative and operational policies	Action: All training materials Integrated, adjusted as per evaluations, and integrate into print and online training manual(s)						Japan	Develop key administrative policies and procedures	30,000
	Activity Results 6.2: Strengthen Evaluation of Learning and Impact						Japan	Workshop & Trainings on the administrative policies software.	30,000
	Action: Assess feasibility of automated software for financial controls and other areas of routine administration						Japan	Consultant to develop package of training materials	30,000
Targets (2025) 6.1. All staff (112 staff) received training on core operational policies; At least 10 trainings courses conducted on case management. 6.2. Key internal administrative and operational policies in place	Action: Provide management training on new policies and software, as appropriate						Japan	Project Management (audit, evaluation, staff cost	47,500
	Develop training materials for delivery for staff training								
	Develop key administrative policies and procedures								
	Activity Result 6.3 : Project Management (audit, evaluation, staff cost)								
Total for Output 6									236,445
GMS 8% of $750,000 (JPN funds)									55,555
Total amount of Japanese fund									750,000

VI. MANAGEMENT ARRANGEMENTS

Project Organisation Structure

Project Board		
Senior Beneficiary SNHRC, CSOs	**Executive** UNDP, SNHRC	**Senior Supplier** UNDP, Donors

Project Assurance
Programme Officer

Institutional Development Advisor

Project Manager

Project Support
Rule of Law Officer
Finance and Admin
Communication and Reporting officer

SNHRC
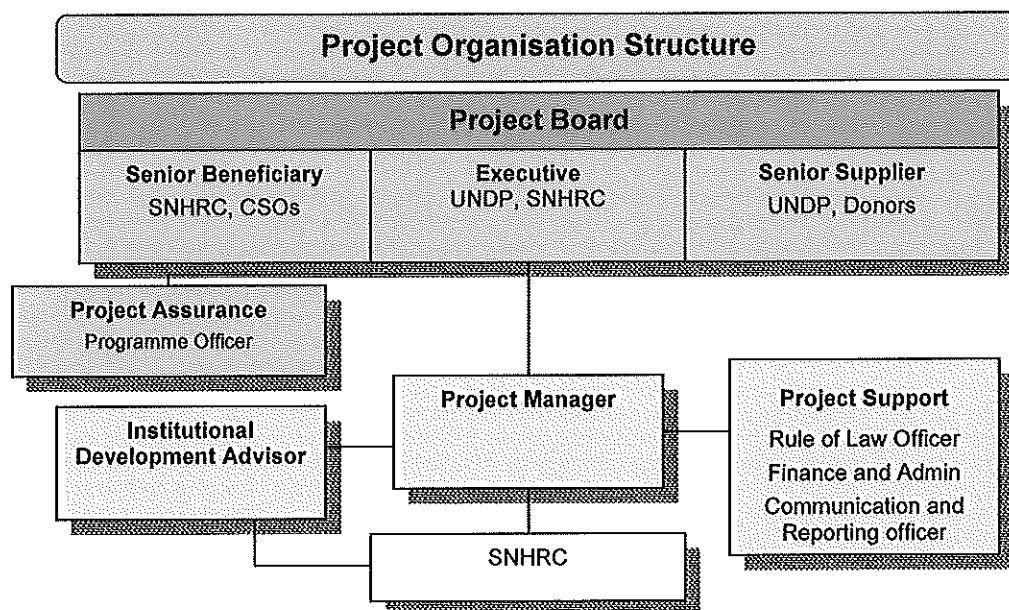
Management Approach: Phase I of the project focuses mainly on infrastructure development and basic capacity building and in the first year and up to 18 months of the project. This phase will be implemented under the **Direct Implementation Modality (DIM)**. Phase II, which takes place mainly in the second and third years of the project, focuses on sustaining and strengthening capacity development and building on the human rights programming. It is proposed that execution continues through direct implementation for the first year of Phase II, and that the project and transitions in the third and final year of the project to the SNHRC using a **National implementation** approach.

A **Project Board** will be established to oversee the implementation of the project. The Project Board will consist of representatives from UNDP, SNHRC as the *Executive* member, and UNDP and contributing donors as the *Senior Supplier*, and the SNHRC as the *senior beneficiary*. The senior supplier is not only providing funding but also guidance regarding the technical feasibility of the project whenever needed. The Senior Beneficiary's primary function within the board is to ensure the realization of programme results as per the agreed Project Document. A gender balance will be actively sought in the membership of the Project Board. In order to ensure UNDP's accountability, the Project Board decisions are made in accordance to standards that ensure management for development results, best value for money, fairness, integrity, transparency and effective competitiveness.

The composition of the Project Board is as follows:
- The Chairperson of the SNHRC;
- A Commissioner nominated by the Chairperson of the SNHRC;
- Secretary General of the SNHRC;
- A representative of the project donors (to be nominated by the donors);
- UNDP Country Director or designate;

The progress of the project will be periodically reviewed by the Project Board which will meet every three months, as well as at the request of any member when necessary. The Project Board has the following responsibilities:
1. Provide overall guidance and direction to the project, emphasizing gender sensitive and participatory approaches;
2. Address project issues including policy matters raised by the Project Management;

3. Provide guidance and agree on possible management actions to address specific risks;
4. Approve Annual Work Plans (AWP) and subsequent quarterly work plans and progress reports and agree on Project Manager's tolerances in the AWP Plan and quarterly plans when required;
5. Conduct regular meetings to review the Project Quarterly Progress Reports and Annual Progress Reports and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
6. Ensure that development partners/ technical agencies play their assigned roles;
7. Review and approve end project report, make recommendations for follow-on actions;
8. Assess and decide on project changes through revisions.

Project Assurance will be the responsibility of the UNDP Country Office. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are properly managed and completed. Project Assurance must be independent from the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager.

Project Team: To assist the Commission, the project will establish a project team, comprising:

- Project Manager (PM)
- Institutional Development Advisor (IDA)
- Rule of Law Officer

Project staff shall consist of a UNDP Project manager, a Rule of Law Officer and a Representative from the SNHRC, responsible for the project from the national counterpart side. There shall also be an Administrative and Finance officer. The Project Financial Officer is the current financial officer of the SNHRC and reports to the Secretary General through the normal line of command. Independent National and International consultants or field officers shall be hired on short term bases whenever it is needed. The project shall work closely with the OHCHR to ensure better coordination in securing professional consultants whenever needed during the course of the project life and in specialized fields.

The Project Manager is the UNDP position that is responsible for the oversight of the project from the UNDP perspective.

The Institutional Development Advisor will provide senior level advisory support to the project and should have at least an ex officio role on the Project Board. The IDA is a senior international consultant and part of the project staff. The IDA will have significant technical experience with national institutions and will support management and technical capacity development within the Commission. The project manager will have specific expertise in programme areas and work closely with the IDA to support capacity development. This approach should help create valuable national capacity, while ensuring that the substantive aspects of the project are supported, including the ongoing organizational and developmental evaluation functions discussed in this document. The project will use existing expertise within the United Nations to the extent possible, and will request that the OHCHR support the provision of advisory services. The IDA will report to the Commission and will be responsible for supporting the Commission in the development and implementation of the Project, providing onsite and continuous assistance for substantive human rights activities, the oversight of training curricula and launching of operations.

With regards to funding, the IDA position can be funded by an individual donor, and indeed, can proceed through a bilateral funding process whereby the individual is directly responsible to an independent donor, as well as through the Project Board that will be overseeing the overall development process from the UN perspective, if desired.

Funding Modality: The UNDP working with other agencies (TBD) will provide overall management for the project and project funding inter alia by ensuring that funds are dispersed in accordance with the Framework. The programme will be financed through the UNDP, with a pool of donors including [countries]. The UNDP will be responsible for developing separate cost-sharing agreements with the

donors. The programme funds will be channelled from UNDP to a project account to be opened and maintained by the SNHRC in accordance with UNDP rules.

Procedures for profit income and unspent balances under the Japan contribution are in line with policies and procedures of the Japan/UNDP partnership fund.

VII. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

⊲ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

⊲ An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

⊲ Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

⊲ Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

⊲ A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

⊲ a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

⊲ Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

⊲ Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

UNDP will be responsible for the coordination and submission of the reports on progress and financial status (including quarterly progress reports), and project completion report to the Government of Japan, and Partnership Bureau of UNDP Headquarters within three months from the project completion date

Commitments of Accountability

UNDP will 1) report to the Embassy of Japan in the event of severe challenge(s) that could hamper the project implementation, 2) respond to the Embassy's request of information on the progress of the

projects, and 3) request the Embassy for approval in case the agency views change of original plan stated in the proposal or extension of the project period is necessary.

Visibility

UNDP will seek to ensure that visibility of Japan/Japanese ODA will be given high preference,. Beneficiaries, communities and state governments will be equally informed on Japan's support. In general, Japanese officials will be invited to the opening ceremonies of the projects, attended by federal and state officials and local leaders, covered by TV, radio, newspaper and media websites. Further to ensure visibility and assurance of projects' implementation UNDP, might, if need be, arrange on-site visits where Japanese officials from the embassy will have a chance to ensure the projects' execution and meet with stake-holders to exchange views. UNDP earlier projects have facilitated visits at high level and technical level to various project sites for ceremonial occasions and ensuring progress on projects' implantation.

Quality Management for Project Activity Results

OUTPUT 1: Preparatory Work for Planning, Project Management, Governance, Finance Supported		
Activity Result 1.1 (Atlas Activity ID)	Strategic Plan Finalized and Launched	Start Date: Q 1 End Date: Q 2
Purpose	To develop strategic directions for the future of the organization	
Description	SNHRC develops and releases publicly its strategic program for internal organizational development as well as planned programming for the protection and promotion of human rights.	
Quality Criteria	**Quality Method**	**Date of Assessment**
Launch event takes place, event report prepared Dissemination of Strategic Plan disseminated to stakeholders	Documentation of launch event	Q1 - Q2

OUTPUT 1: Preparatory Work for Planning, Project Management, Governance, Finance Supported		
Activity Result 1.2 (Atlas Activity ID)	Project Management Team established	Start Date: Q1 End Date: Q4
Purpose	Recruit the Project Team to support the implementation of the Project, including a Project Manager and Institutional Development Advisor	
Description	Action: Develop contracts, ToR for consultancy, proceed to recruit project manager at P2 level in accordance with UNDP procedures and Institutional Development Advisor (International Consultant) Action: recruit positions as required, equip team with necessary ITC equipment	
Quality Criteria Compliance with UNDP recruitment processes and procedures	**Quality Method** Internal UNDP verification processes	**Date of Assessment** Q3-Q4

OUTPUT 1: Preparatory Work for Planning, Project Management, Governance, Finance Supported		
Activity Result 1.3 (Atlas Activity ID)	Institutional independence improved	Start Date: Q1 End Date: Q2
Purpose	To strengthen the institutional autonomy of the Commission in order to enable it to perform its functions and comply with the Paris Principles	
Description	- Action: Submission to State requesting amendments to NHRA Act - Action: Request to GoS to improve appointment process, gender equity in appointments - Action: Request to GoS to clarify authority, provide credentials, to inspect/monitor detention facilities	
Quality Criteria Extent of Commissioner autonomy to make internal decisions regarding organizational chart, release of reports and hiring staff	**Quality Method** Verify legislative amendments or administrative authorizations received from the office of Pres.	**Date of Assessment** Q4

OUTPUT 1: Preparatory Work for Planning, Project Management, Governance, Finance Supported		
Activity Result 1.4 (Atlas Activity ID)	Financial sustainability strengthened	Start Date: Q1 End Date: Q4

Purpose	To ensure that state provides to NHRI adequate funding for offices and staff, in compliance with the Paris Principles and that potential donors are aware of the commission's programming and have the opportunity to participate in supporting the institution
Description	Action: Initiate consultation process with State officials to obtain budget support for full staffing, basic activities - Action: Organize at least 2 meetings with donors to seek partnerships, additional budget support

Quality Criteria	Quality Method	Date of Assessment
Extent of structure, regular meetings with relevant government officials; meetings with prospective donors	Minute meetings	Q4

OUTPUT 1: Preparatory Work for Planning, Project Management, Governance, Finance Supported

Activity Result 1.5 (Atlas Activity ID)	Internal regulatory framework strengthened	Start Date: Q2 End Date: Q3
Purpose	SNHRC internal governance environment is strengthened to reflect the operational change caused by hiring staff and moving towards an oversight and policy role	
Description	- Action: Amend internal regulations and committee mandates to reflect policy, oversight role of commissioners	

Quality Criteria	Quality Method	Date of Assessment
Amendment of internal regulations and committee mandates	Verification of Commission documentation	Q4

OUTPUT 1: Preparatory Work for Planning, Project Management, Governance, Finance Supported

Activity Result 1.6 (Atlas Activity ID)	Memorandum of understanding with ACHR developed	Start Date: Q2 End Date: Q4
Purpose	To delineate the respective roles and responsibilities of the Commission and the ACH are	
Description	- Action: Create working group created to undertake structured negotiations -Action: At least 2 meetings with ACHR, MOJ and relevant parties to negotiate agreement to delineate respective roles and responsibilities	

Quality Criteria	Quality Method	Date of Assessment
Extent to which roles and responsibilities of institutions are distinguished, agreement on complaints handling and case referral between institutions	Minute meetings Verification of agreement or agreements reached between parties	Q4

OUTPUT 2: Development of Infrastructure and ICT Supported

Activity Result 2.1 (Atlas Activity ID)	Development of adequate, accessible and sustainable premises supported	Start Date: Q3 End Date: Q4
Purpose	To provide premises that can adequately accommodate planned staffing levels, and to ensure security for staff, information systems and premises, as well as accessibility for persons with disabilities	
Description	- Action: Recruit experts/consultant needs assessment with respect to planned staff accommodation, accessibility, security, energy efficiency - Action: Conduct needs assessment regarding current premises and/or additional premises, as required for full staffing complement - Action: Conduct required renovations	

Quality Criteria	Quality Method	Date of Assessment
Compliance with needs assessment;	Human resources plan, security audit,	Q4

Compliance with universal design standards; compliance with generally accepted security standards	compliance with accessibility plan	*Phase II (re-accessibility)*

OUTPUT 2: Development of Infrastructure and ICT Supported

Activity Result 2.2 (Atlas Activity ID)	Feasibility Study for Building Project	Start Date: Q1 End Date: Q4
Purpose	To progress towards autonomy for the Commission's operations	
Description	- Action : Confirm title to land plot - Action: Initiate discussions with potential donors to explore feasibility of an willingness to fund project - Action; prepare ToRs for consultant to undertake feasibility study, incorporating environmental sustainability standards, security standards and accessibility/universal design	

Quality Criteria	Quality Method	Date of Assessment
Extent to which budget, planning permissions, and external considerations may impact on the feasibility of the project	Assessment of feasibility study by Project board	Q4

OUTPUT 2: Development of Infrastructure and Operations Supported

Activity Result 2.3 (Atlas Activity ID)	Development of Security Plan supported	Start Date: Q2 End Date: Q4
Purpose	To ensure that the commission's physical premises and information systems are secure, with particular regard to the appropriate levels of security for a human rights institution	
Description	- Action: Recruit experts - Action: Survey premises and information systems, identify risks and areas of priority - Action: Draft security plan according to generally accepted security standards - Action: Implement priority areas (note that this must be undertaken in coordination with 2.1)	

Quality Criteria	Quality Method	Date of Assessment
Compliance with generally accepted security standards	Audit	*Phase II (re-accessibility)*

OUTPUT 2: Development of Infrastructure and Operations Supported

Activity Result 2.4 (Atlas Activity ID)	Additional vehicles acquired	Start Date: Q3 End Date: Q4
Purpose	To ensure that protection and promotion staff, including monitoring staff are able to undertake public education events, monitoring missions, and investigate human rights complaints	
Description	- Action: Assess needs - Action: Procurement/RFP as required - Action: Develop internal controls and procedures for vehicle use/fuel consumption - Action: Procurement/purchase vehicles	

Quality Criteria	Quality Method	Date of Assessment
# and types of procurements	Verify Compliance with UNDP procurement standards	Q4

OUTPUT 2: Development of Infrastructure and Operations Supported

Activity Result 2.5 (Atlas Activity ID)	ICT Planning and Procurement completed	Start Date: Q3 End Date: Q4

Purpose	To ensure that all Commission staff and commissioners have appropriate ICT, are properly network and can ensure the security of their data	
Description	- Action: Recruit consultant - Action: undertake needs assessment - Action: Tenders/RFP if required - Action: Procurement - Action: Install, test equipment	

Quality Criteria	Quality Method	Date of Assessment
- # computers and related software, including networking, available for planned staffing complement - - # and type of project procurement	Testing and maintenance with supplier	Q4

OUTPUT 3: Organizational Development Strengthened

Activity Result 3.1 (Atlas Activity ID)	Support Approval of Organizational Chart	Start Date: Q1 End Date: Q4
Purpose	To ensure that the Commission has institutional autonomy as per the Paris Principles, and can improve own organizational chart	
Description	- Action: Complete organizational structure, reporting lines - Action: Commission enters into negotiations with GoS to secure approval to modify own org chart, if required. - Approve chart	

Quality Criteria	Quality Method	Date of Assessment
Extent to which Commission can approve own org chart without government approval.	Routine verification at Project Board	Q4

OUTPUT 3: Organizational Development Strengthened

Activity Result 3.2 (Atlas Activity ID)	Human Resources Planning developed and Recruitment	Start Date: Q2 End Date: Q4
Purpose	To ensure that recruitment of staffing proceeds in a systematic, planned manner, respecting principles of merit-based appointments and gender equity	
Description	- Action: Develop HR plan, incl. job descriptions, reporting lines, gender equity targets, performance management framework, ICT requirements per each position (in cooperation with ICT specialist); integrate training plan into HR plan - Action: Select staff whose hiring is a priority - Action: Advertise positions, proceed to recruitment - Action: Hire management, begin planning for Phase II	

Quality Criteria	Quality Method	Date of Assessment
# staff hired in Phase I # staff planned for hiring in Phase II Gender equity targets met across all levels of the organization, including in management positions	Review of human resources status of regular meetings of project board	Q2-Q4

OUTPUT 3: Organizational Development Strengthened

Activity Result 3.3	Comprehensive Training Plan and Curriculum completed	Start Date: Q2

(Atlas Activity ID)		End Date: Q4
Purpose	To ensure that Commission staff and commissioners receive appropriate, targeted training that is based, to the extent possible, on experiential methodologies and ToT techniques	

Description	- Action: Needs assessment for:
	
	    - Introductory general training on human rights, role of the NHRIs, International law, Sudan Bill of Rights (see 3.4)
	    - Pilot training for management on administrative and operational policies (I)
	    - Phase II job-specific training (II)
	
	- Action: Draft training plan and curriculum	

Quality Criteria	Quality Method	Date of Assessment
- # staff trained - Extent to which training plan is based on experiential, participatory model - Extent to which training plan is progressive and phased, building on previous training and based on a "whole organization" perspective and not "one-off" training sessions - % of staff who respond in evaluations that training is directly relevant to their jobs	Summative evaluations for each training session Independent impact assessment of training (independent evaluation)	at the end of each training session Phase II

OUTPUT 3: Organizational Development Strengthened

Activity Result 3.4 (Atlas Activity ID)	Volunteer Program Developed	Start Date: Q2 End Date: Q4
Purpose	To support the commission's operational activities in appropriate areas, well providing young professionals and volunteers with relevant job experience and professional development	
Description	- Action: Draft pilot program, assess feasibility - Action: Identify areas where volunteers can assist in an appropriate and secure manner - Action: Volunteers participate in training, as appropriate -Action: select volunteers and implement pilot project	

Quality Criteria	Quality Method	Date of Assessment
# volunteers trained and/or selected	Review by human resources and IDA	Q4

OUTPUT 3: Organizational Development Strengthened

Activity Result 3.5 (Atlas Activity ID)	Introductory Human Rights Training	Start Date: Q2 End Date: Q4
Purpose	Professional training for staff and refresher orientation for commissioners	
Description	- Action: Recruit experts - Action: Training to be designed/delivered based on training plan and materials developed in 3.3 - Action: Deliver training on Role of NHRI, Principles of Human Rights and Major International Human Rights Treaties and Sudan Bill of Rights - Action: Engage CSOs in training, as appropriate - Action: deliver updated training materials - Evaluate training	

Quality Criteria	Quality Method	Date of Assessment
- # trainings held - # staff trained - % staff who respond that the training useful or very useful for their work	Evaluations of training	Q3-Q4

OUTPUT 3: Organizational Development Strengthened

Activity Result 3.6 (Atlas Activity ID)	Administrative and Operational Policies established	Start Date: Q1 End Date: Q4
Purpose	To ensure that the Commission has the necessary work tools in place for internal consistency, decision-making, fiscal probity and effective operational activities	

Description	- Action: Key admin policies are identified, developed and implemented, including:
	   o financial management & controls
	   o purchasing and procurement
	   o internal communications and correspondence
	   o vehicle management
	   o human resources
	   o security, including internal travel authorizations
	   o ICT policies, online use, digital security
	- Action: recruit specialist in organizational training/public administration
	- Action: train appropriate staff	

Quality Criteria	Quality Method	Date of Assessment
- # admin policies covering all areas of work - # operational policies covering all areas of NHRI protection and promotion - # staff trained - training materials developed for each module - extent to which routine areas of administration can be automated	verification and review of all policies	Phase II

OUTPUT 3: Organizational Development Strengthened

Activity Result 3.7 (Atlas Activity ID)	Development of knowledge management plan supported	Start Date: Q3 End Date: Q4
Purpose	To establish a system whereby commission is capable of collecting, analyzing and using data for the purpose of protecting and promoting human rights	
Description	- Action: Develop comprehensive list of KM requirements; coordinate with ICT planning consultants and with development of complaints management system (next section) - Action: coordinate with ICT planning with regard to information management requirements, strengthening of website - Action: Recruit consultant	

Quality Criteria	Quality Method	Date of Assessment
- KM plan finalized, with specific indicators, objectives and timelines for: information management, document retention, acquisition of human rights documentation, and feasibility of documentation center	Analysis of recommendations and decision-making regarding implementation areas	Phase II

OUTPUT 4: Complaints management infrastructure strengthened		
Activity Result 4.1 (Atlas Activity ID)	Governance of complaints management strengthened	Start Date: Q1 End Date: Q4
Purpose	To establish a systematic governance structure for case management through entire lifecycle of complaints, is consistent with principles of effective human rights protection	
Description	- Action: Modify mandate of complaints committee to provide for role of investigation staff - Action: Classify position of Registrar	

Quality Criteria	Quality Method	Date of Assessment
- Mandate of Complaints committee reviewed/modified (See output 1.5) - Job classification of Registrar created	Routine verification at Project Board	Q4

OUTPUT 4: Complaints management infrastructure strengthened		
Activity Result 4.2 (Atlas Activity ID)	Case Management Procedures and Workflow Design strengthened	Start Date: Q2 End Date: Q4
Purpose	To develop and codify clear steps for the process of case management throughout the lifecycle of the complaint	
Description	- Action: Recruit consultant - Action: Design CM workflow - Action: Standard letters and templates drafted - Action: Training materials developed - Action: Training delivered	

Quality Criteria	Quality Method	Date of Assessment
- Case management workflow design completed, with indicators and timelines for each stage - # of cases appropriately dismissed or referred elsewhere on a preliminary basis for jurisdictional reasons - Age of caseload - Documentation support for case management processes in place	Routine verification at Project Board of complaints committee data	quarterly

OUTPUT 4: Complaints management infrastructure strengthened		
Activity Result 4.3 (Atlas Activity ID)	Study on Feasibility of automating case management conducted	Start Date: Q4 End Date: Q4
Purpose	To establish a systematic governance structure for case management through entire lifecycle of complaints, is consistent with principles of effective human rights protection	
Description	- Action: Recruit consultant - Action: develop Needs analysis - Action: prepare template RFP based on workflow design, operational policies - Action: develop options and recommendations for automated system with costing	

Quality Criteria	Quality Method	Date of Assessment
- Complaints management process flow is designed for entire case management	Routine verification at Project Board Evaluation of Complaints management	Q4

life cycle	system	
- Procedures and steps developed for intake, investigations, referrals, reporting, urgent cases, confidentiality, systemic cases		

Output 5: Engagement in Darfur supported

Activity Result 5.2 (Atlas Activity ID)	Activity Result 5.2: Development of targeted programming for Darfur supported	Start Date: Q3 End Date: Q4
Purpose	To develop human rights programming for the protection and promotion of human rights in Darfur	
Description	- Action: New committee in Darfur established and functional - Action: 1 workshop on joint human rights cooperation framework; - Action: 2 meetings of the Darfur Human Rights Forum with the Government of the Sudan, the Advisory Council for Human Rights in Darfur, the National Human Rights Commission, the diplomatic community, United Nations agencies and civil society organizations; - Action: 12 meetings of State human rights sub-forums at the local level to address key human rights concerns	

Quality Criteria	Quality Method	Date of Assessment
- # workshops conducted - # meetings of Darfur human rights forum - # Commissioners and staff trained - # meetings of State human rights sub-forums at the local level to address key human rights concerns Strategic priorities for Darfur set	Routine verification at Project Board Training/workshop Evaluations and minutes of meetings	Q4

VIII. LEGAL CONTEXT

UNDP work is based on the Standard Basic Assistance Agreement signed in 1978 with the Government of Sudan: http://www.sd.undp.org/content/sudan/en/home/operations/legal_framework/

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:
a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

IX. ANNEXES:

Annex 1: Risk Log

#	Description	Type	Impact & Probability (1 low/s high)	Corrective measures / Mgmt response	Owner	Submitted, updated by
1	Donors fail to come forward to support the Commission	Strategic	Since the project is in start up and donor assistance is critical, this is an area requiring close attention. P = 2, I = 3	Several of the projects identified are flexible and should be modified or reconfigured to address donor concerns provided that high live objectives regarding protection and promotion of rights remain in place.	Program Manager	UNDP advisor
2	ACHR refuses to agree to negotiations or to develop an MOU	Operational/Strategic	There is no direct impact on the SNHRC's operations, although there are long term resource and reputational issues. . P = 3, I = 2	SNHRC should continue its effort but should also launch a publicity campaign to clarify its mandate	Program Manager	UNDP staff developed proposal/concept notes
3	Political instability in target areas, notably Darfur	Political	This would delay or stall the implementation of the project in affected target communities. especially as regards resurgence of conflict in Darfur P = 3, I = 2 (Darfur)	The project is will not have a physical presence in Darfur until after the first three years. For example, public education and state visits should be rescheduled or relocated to more stable areas in Phase II. If the security situation requires halting implementation of the project, outreach can be shifted to other conflict states where there are serious rotation issues.	Program Manager	UNDP staff developed project proposal
4	Delays in recruitment of project staff and Commission staff	Operational	This would delay implementation of the project in the short term. In the longer term, lack of staffing will affect institutional viability. P = 3, I = 3	While some backstopping may be possible, an overall shifting of timelines would be preferable to unreasonable or overly stressful workloads	Program Manager	Project Manager, UNDP CO
5	Lack of coordination of project elements that should be develop in specific sequence	Operational	This could create disruption in operations if, for example, staff are recruited before there is office space or equipment P = 2, I = 3	Careful planning of project sequencing should eliminate this risk, by ensuring that premises and equipment issues are well in hand before job offers are made.	Program Manager	Project Manager, UNDP CO