



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

SP Outcome	Outcome 2: Citizen Expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.
Expected CPAP/UNDAF Outcome(s):	Outcome 6: People in Sudan are protected under an enabling environment that guarantees the rule of law, basic rights and fundamental freedoms.
Expected CPAP Output(s) resulting from the project :	Output 6.1: Justice institutions, including customary and traditional justice and security systems at state/ local levels are strengthened to provide effective, equitable and timely justice/ protection services in line with international standards; Output 6.2: Availability of legal aid facilities meeting needs of needy populations increased to strengthen protection of basic rights, equal access to justice for all; Output 6.3: Regulatory framework and mechanisms for addressing Violence Against Women (VAW) established judiciary and traditional leadership.
Implementing partner:	UNAMID
Government Counterparts:	The Judiciary, Ministry of Justice, Ministry of Interior, Sudan Police Force, Sudan Prison Authorities.

This project bridges existing UNDP commitments towards furthering Rule of Law in Sudan and creates an inception phase for a longer term national rule of law programme under one UN strategy in Sudan both nationally and sub-nationally. While the project continues to improve the delivery of justice and security services to increase access to justice for all, especially the poor, vulnerable and marginalized groups, it moves away from previously stand-alone projects by putting in place important foundations to create partnerships with other UN agencies at both the national level as well as special pillars to interface better with the UN Missions in Darfur and Abyie. To achieve this, the programme will, in partnership with the UNCT and DPKO, focus on three major outputs that involve ROL civil society organizations and government of Sudan, support capacity development of justice and security providers through technical assistance, including traditional courts, the police, the prison, the judiciary. In addition, access to justice, legal aid and representation mechanisms for men, women and vulnerable groups in Darfur, the Three Areas and East Sudan will be strengthened. Finally, the programme will address women's security and access to Justice in particular, with emphasis on access to justice for survivors of Sexual and Gender Based Violence (SGBV) and domestic violence.

Output 1: Improved Justice, Security and Human Rights provided by state actors through more effective, equitable and timely justice/protection services;

Output 2: Access to legal aid and protection for vulnerable groups strengthened

Output 3: Violence Against Women (VAW) is addressed through legal advocacy, paralegal services, victim assistance, judicial reform, and awareness-raising within rule of law institutions

<p>Programme Period: Oct 2015 – Dec 2016</p> <p>Key Result Area (Strategic Plan): 2</p> <p>Atlas Award ID:</p> <p>Start date: Jan 2015</p> <p>End Date December 2015</p> <p>PAC Meeting Date</p> <p>Management Arrangements: DIM</p>	<p style="text-align: right;">Total budget</p> <p>1,000,000.00 USD (\$)</p> <ul style="list-style-type: none"> • UNDP/BCPR: 1,000,000 USD (\$) • TRAC: 200,000 USD (\$) • In-kind Contributions: <p>UNAMID staffing resources who will support implementation in Darfur:</p> <ul style="list-style-type: none"> - 20 Police Officers - 10 Justice and Corrections staff
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Agreed by:

Signature

Date

Name & Title



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24/02/15

Dr. AWAD

Sudan Judiciary,

General Prosecutor

Abu al-

Abu Obaida Selema

The Police

Moustafa

Moustafa Ibrahim Mohamed

The Prison

Moustafa Ibrahim

The military justice Moustafa

United Nations
Development
Programme
(UNDP)



Acronyms

ACHR	Advisory Council for Human Rights
BCPR	Bureau for Crisis Prevention and Recovery
CA	Capacity Assessment
CBOs	Community-based Organizations
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CO	Country Office
CPA	Comprehensive Peace Agreement
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSOs	Civil Society Organizations
CSWG	Community Safety Working Groups
DDPD	Doha Document for Peace in Darfur
DDPR	Document for Peace in Darfur
DIM	Direct Implementation Modality
DRA	Darfur Regional Authority
DRRDS	Darfur Recovery, Reconstruction and Development Strategy
GoS	Government of Sudan
HRBA	Human Rights and Rights Based Approach
IDPs	Internally Displaced Persons
IE	Independent Expert
IOM	International Organization for Migration
JCCs	Justice and Confidence Centers
M&E	Monitoring & Evaluation
MoJ	Ministry of Justice
NAP	National Action Plan for the Protection and Protection of Human Rights (2013-2023)
NGOs	Nongovernmental Organizations
OHCHR	Office of the High Commission for Human Rights
PCM	Project Cycle Management
PIP	Project Initiation Plan
ROL	Rule of Law
SG	Secretary General
SGBV	Sexual and Gender Based Violence
SNHRC	Sudan National Human Rights Commission
SP II	Strategic Partnership Phase II
SPF	Sudan Police Force
TJ	Transitional Justice
ToT	Training of Trainers
UNAMID	African Union/United Nations Hybrid operation in Darfur (UNAMID).
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework

UNDP	United Nations Development Program
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNISFA	United Nations International Security Force Assistance
UPR	Universal Periodic Review
VAW	Violence Against Women

I. SITUATION ANALYSIS

1.1 Context

Over the last few decades, Sudan has been confronted with the challenges of humanitarian crises and poverty. In the Human Development Report 2013, Sudan ranked 171st out of 186 countries with a rating of low human development. At least 46%¹ of the population lives in extreme poverty and about 1.8 million² men, women, boys, and girls are internally displaced throughout Sudan due to internal conflicts between different actors. In addition, the conflict in South Sudan has led to large numbers of refugees in the bordering states of Sudan. The situation has significantly impacted the development of Sudan and has added pressure on the Government, civil society, and individuals to ensure the protection of vulnerable communities through the ongoing implementation of rule of law in line with international human rights standards.

While the Comprehensive Peace Agreement (CPA) of 2005, which had brought an end to the decades-long war between the North and South, raised hopes for a lasting peace in Sudan and paved the way for the independence of South Sudan in 2011, a number of new challenges arose due to various unresolved issues under the CPA. Multiple inter-related root causes of conflict and instability have persisted. These include unbalanced resource allocations to the states, by the Government of Sudan³, as well as inter-communal competition over scarce natural resources (land and water) and tribalism.

To add to the complexity of Sudan, the diversity of development needs across each region in Sudan remains a challenge for designing and implementing projects.

For example, in Darfur, there has been relative improvement over the years as a result of the work of UNAMID and other UN agencies working in collaboration with the Government of Sudan, but there are still many development needs and a gap when it comes to linking some of the sub-national efforts with the national stakeholders to make the interventions more sustainable. However, the implementation of critical priorities under the Doha Document for Peace in Darfur (DDPD) 2011 has begun through establishment of the Darfur Regional Authority (DRA) in 2012 which has produced the *Darfur Recovery, Reconstruction, and Development Strategy* (DRRDS) that promotes a more sustained and targeted development assistance.

However, the security situation still remains very precarious across Darfur and significant challenges remain. The armed attacks in the region have evolved in different forms. This has manifested in persistent vulnerability and insecurity among the Darfur population, causing massive displacement and generating huge numbers of Internally Displaced Persons (IDPs) and refugees.⁴ Women remain

¹ World Bank, 2009 (<http://data.worldbank.org/country/sudan>)

² UNHCR, December 2013 (<http://www.unhcr.org/pages/49e483b76.html>)

³ World Bank Study, 2011

⁴ Reports of the Secretary-General on the African Union-United Nations hybrid Operation in Darfur for January, April and July 2013. (S/2013/22, S/2013/225, and S/2013/420).

especially vulnerable, facing restricted rights, limited income generation options, and victimization from Gender Based Violence (GBV).

Sudan continues to experience political and socio-economic transformation. While some progress has been made in legislative and institutional reforms, the overall democratic transformation of the country has remained precarious. Sudan has yet to pass a new permanent constitution following the July 2011 secession of South Sudan and public debate over the constitution is proceeding amid increasing polarization over different important but difficult issues.

The weak capacity of Government institutions, and in some cases absence of formal structures, coupled with the poor status of infrastructure and consequences of decades of conflict, has reduced institutional ability to formulate and implement macroeconomic reforms and to deliver services efficiently. Rule of law institutions face a challenging task to harmonize national laws with international and regional obligations, which requires clear policies and administrative support. Limited awareness of legal rights, access to resources, and the role of customary courts and lack of institutional capacities challenge rights holders and duty bearers alike.

1.2 Human Rights Protection, Rule of Law, and Access to Justice in Sudan

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

The Government has, however, made some general progress in policy, legislative and institutional developments aimed at improving the situation of human rights in the country. Recent analysis of human rights situation in Sudan indicates that in areas of engagement human rights awareness has improved across the different government sectors and relatively amongst the people of Sudan.⁵ Since 2011, the Universal Periodic Review, among other processes, has resulted in a number of initiatives aimed at improving the human rights situation in Sudan, including:

- In June 2013, the Government of Sudan (GoS) launched a 10 - year National Action Plan for the Protection and Protection of Human Rights (2013 – 2023);
- The establishment of a committee of experts to analyse Sudanese legislation and areas for potential law reform;
- In 2012, a presidential decree formally established Sudan's National Human Rights Commission. This development was welcomed by a resolution of the UN Human Rights Council on 15 October 2012. The Commission has also engaged in constructive dialogue with relevant government

⁵ See Report of the Independent Expert of human rights Situation in Sudan, September 2013.

organs and agencies such as the Judiciary, the Ministry of Internal Affairs, the Constitutional Court and the Security and Intelligence Bureau on different human rights concerns such as press and media censorship, political detentions, and the effect of the application of the National Security Act 2010 on human rights guarantees in the country.

Nevertheless, the effective implementation and practical realization of most of the Government's human rights policies on the ground remains generally slow. Some of the key subjects of concern are in the areas of administration of justice, law reform, and ratification of key international human rights treaties, freedom of civil society organizations to operate, freedom of expression, and freedom of the press.⁶ Parts of the legal framework, such as the National Security Act and the Criminal Law Act, infringe on fundamental human rights and freedoms and the harmonization of national laws with international human rights principles has advanced at a slow pace.⁷ In light of the analysis of the current situation in Sudan from the international community, the strengthening of the national human rights mechanisms through technical assistance and capacity building of the Sudanese justice sector is presented as a key priority.⁸

In the area of access to justice and legal aid, some progress have been made in promoting accountable, accessible justice sector institutions, through capacity development and advisory support to critical rule of law institutions, such as the judiciary, Ministry of Justice, and law enforcement and corrections personnel.⁹ According to a recent survey, the percentage of citizens who have the knowledge required to access the justice system has significantly increased, from 43% in 2009 to 60% in 2012.¹⁰ There have been significant improvements in the delivery of justice, for example, court statistics demonstrate a decrease in case backlog in just two years. Currently, there are a total of 13,651 pending cases, while, in 2011, there were 14,329 pending cases.¹¹ At the community level, the authority and legitimacy of the traditional leaders and customary dispute resolution mechanisms have been supported to provide an alternative form of justice that is expeditious, free and easily accessible for the majority of the poor and marginalized.¹² .In 2012, 1,899 legal aid cases were handled and 1,182 cases were mediated successfully. The higher levels of the judiciary are aware of the need to be conscious of human rights standards in their administration of justice.

Nevertheless, much more remains to be done. The justice sector has been severely degraded in some areas of the country, such as Darfur. Surveys, at the national and the State levels, have revealed low ratios of justice institutions to people in areas such as Kassala, South Kordofan and West Darfur,¹³ with as few as 26 per cent of people reporting easy access to justice and as few as 9 per cent having legal

⁶ See OHCHR's compilation of information for the Universal Periodic Review of Sudan A/HRC/WG.6/11/SDN/2.

⁷ See OHCHR's compilation of information for the Universal Periodic Review of Sudan A/HRC/WG.6/11/SDN/2.

⁸ See Report of the Independent Expert of human rights Situation in Sudan, September 2013

⁹ Sudan Country Analysis, 2012, p.33.

¹⁰ UNDP SP II Final Report 2013, executive summary, p. 8

¹¹ Indicator Tracking Report, UNDP, 2012

¹² UNDP SP II Final Report 2013

¹³ West Darfur Situation Analysis 2012, produced by the West Darfur State Government (with support from UNDP); 2008 National Census.

aid.¹⁴ Another challenge is the poor justice sector infrastructure which seriously undermines access in some areas of the country, such as Darfur. While the courts in major towns are operating fully, the operations of some rural courts in the conflict-affected regions have not been fully functional because of the intermittent armed attacks and lack of security or due to state being largely absent (Abyei).

In North Darfur, for example, only three criminal courts are continuously operational, all located in El Fasher, out of a total of seven across the state. In addition, out of 72 rural courts in North Darfur, only 39 are currently functioning.¹⁵ In addition, the lower levels of the judiciary operating in the rural areas are less conscious of human rights standards and must be trained in that regard.¹⁶ In other areas, at the community level, the majority relies on traditional justice systems; however, the justice mechanisms also experience challenges of functionality and effectiveness. This is compounded with a diminished role of native administrators in fulfilling their roles and responsibilities and dissatisfaction amongst the population on roles and status of the native administration.

The Sudan Police Force (SPF), established in 1903, is a highly centralized institution, whose main duty is to maintain law and order. The police force is made aware of their human rights responsibilities in the performance of their duties. In 2012, 31% of citizens surveyed are highly satisfied with police services, while 38.5% are moderately satisfied, and 24.4% are not at all satisfied. Despite this, there is a very low ratio of police stations per 100,000 in the Three Areas, Darfur and East Sudan. The Police are facing operational and capacities challenges that impact on effective delivery of security services, especially in conflict affected areas. A Community Policing Department was established in 1992 with a view to harnessing the role of the community in policing. Although widely considered as having taken important steps towards civilian policing over the past decade, including the training of Community Policing officers, many citizens still distrust the police. Furthermore, the force lacks effective management and its officers are poorly equipped. The Sudanese Police Force is still absent from several locations due to conflict or like in the case of Abyei challenges with reaching agreements with South Sudan to set up a common Abyei Police Force through local administrative arrangements.

The Prisons system in Sudan, which is composed of 125 prison institutions, is an affiliate Directorate of the SPF. Recent assessment conducted on living conditions of female prisoners and identified the absence of medical care and inadequate food and drinking water as critical issues, especially in the Eastern Sudan prison system.¹⁷ In Darfur, the Prison system faces challenges, including: dilapidated infrastructure; inadequate management and operational capacity and shortage of trained prison officers and limited opportunities for in-mates to receive training as a correctional measure facilitating reintegration into communities post incarceration.¹⁸ In some parts of Darfur and in Abyei there are currently no formal prison facilities.

¹⁴ Ibid.

¹⁵ Sudan Country Analysis, 2012, p.33.

¹⁶ See Report of the Independent Expert of human rights Situation in Sudan, September 2013.

¹⁷ Zeinab Organization Assessment On Living Conditions of Women Prisoners in East Sudan, 2012

¹⁸ See Darfur Prison Five Year Strategic Plan 2013-2018.

Legal aid provision has improved through the work of legal aid providers, such as Justice and Confidence Centers and Community-based Organizations, in simplified processes and procedures to the vulnerable groups that is expeditious, cost free and easily accessible. For example, in 2012, 1,899 legal aid cases were handled and 1,182 cases were mediated while 278 were defended / prosecuted successfully.¹⁹ However, overall, awareness of the right to justice remains very low, necessitating further support for the adoption of public policies addressing access to justice for the poor and marginalized. Although the legislation provides for legal aid in serious cases, through the Ministry of Justice, there are only about 20 legal aid lawyers to provide legal aid services countrywide.

Recent studies conclude that although most respondents know how to access justice systems – both formal and informal – a large number of people face some difficulties in accessing them. This is mainly due to high costs, complicated procedures (particularly for the illiterate) and distant locations of the justice sector.”²⁰ Important bridges remain to be built between groups in need, including the poor, women and IDPs, and the formal and traditional justice systems to strengthening protection of human rights and equal access to justice for all. The poor, women and vulnerable groups especially have limited access or limited confidence to use the justice system.

Impediments for accessing justice include socio-cultural and legal barriers for women in disclosing and reporting harassment, domestic violence and sexual violence in particular. Furthermore, women faced more difficulty in having their legal rights upheld, especially in Darfur and Protocol Areas. Despite, the legislative reforms to advance women’s rights (a National Plan for Combating GBV, a National Strategy on FGM, a unit to combat violence against women within the Ministry of Justice, and Family and Child Protection Unit within the Ministry of Interior), it is particularly challenging to address and prevent cases of violence against women. Women face specific barriers in accessing justice under formal or informal justice systems. Furthermore, general ignorance of the law and reporting procedures for female victims also limits their participation in justice processes.

In essence, the challenges to rule of law, access to justice and human rights protection in Sudan are wide-ranging and cover a mixture of political, institutional, cultural and human resource issues. This demands that the international community pursues a comprehensive and sustained approach to strengthen governance at various levels that includes support to the development of responsive institutions, support to inclusive political processes, and the fostering for state-societal relations (including the engagement of traditional authorities, religious leaders and civil society).

1.3 Alignment with National Priorities

Within Sudan’s diverse contexts, UNDP makes every effort to align support to the needs and priorities of national partners; hence the project interventions here have been derived from an analysis of how UNDP can support the key national planning frameworks, namely Government of Sudan’s five-year

¹⁹ UNDP SP II Final Report 2013

²⁰ Indicator Tracking Report UNDP, 2012

Strategic Plan. The priorities of the Government of Sudan address, as stated in the Five Year Plan, specific national objectives with regard to (1) institutional strengthening to restructure governance and administration; (2) support and consolidation of the decentralization process; (3) stressing principles of aid coordination and (4) upholding the rule of law.²¹ Also at the State level, this programme will ensure alignment with State level Strategic Planning Councils to ensure interventions are in line with State priorities.

As specified in the CPAP, UNDP aims to support the key national and sub-national planning frameworks including:

- Government of Sudan's Fifth Strategy document (strengthening Government institutions to consolidate rule of law, justice, and good governance)
- Legislation organizing the Native Administration on the provision of justice as related to customary law and dispute settlement
- Adherence to recommendations by the Universal Periodic Review (UPR) recommendations (2012-2016)
- The Legal Aid bill (awaiting the adoption by the National Assembly)
- The Fifth Strategy Document on the promotion of human rights and women's rights
- 10-year National Action Plan for the Protection of Human Rights (2013-2023)
- Developing Darfur: Recovery and Reconstruction Strategy (2014-2019)

1.4 Evolution of the Rule of Law Programme

These developments set the context for UNDP to support interventions to strengthen Rule of Law institutions and access to justice in different regions across Sudan during the previous UNDP Country Programme Action Plan (CPAP) period of 2009 – 2012. Under the Strategic Partnership Phase II (SP II), a Governance and Rule of Law funding framework (2009 – March 2013), UNDP implemented a series of projects that have aimed to enhancing Access to Justice and Promotion of Rule of Law, with a regional focus on Darfur, the Three Areas and East Sudan. These included:²²

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

The Access to Justice and Rule of Law programme was implemented at the national and the state levels in Sudan. UNDP's Access to Justice and Rule of Law Projects were delivered through partnership with

²¹ UNDAF 2012

²² UNDP SP II Final Report 2013. The SP II framework is a partnership between the Government of Sudan, the Government of the Netherlands, DFID, DANIDA, SIDA, Norway, Canada/CIDA, and UNDP. The partnership was formed to enable post-conflict Sudan to progress towards achieving the Millennium Development Goals (MDGs), to strengthen Governance and Rule of Law, and to support peace.

Sudan Judiciary, the Police, the Prison, Legal Administration of the Ministry of Justice, and civil society. The prevailing situation in most peripheral parts of Sudan in the SP II period was characterized by large-scale banditry, high criminal activity, law enforcement shortfalls, non-functioning judiciary, limited access to justice, weak civil administration, and lack of access to legislative mechanisms among a high number of displaced persons. In the context of the ongoing conflict, the protection of civilians warranted the transformation of national capacities to counter the 'rule by force' and replace it with the Rule of Law. Where the aftermath of conflict was being experienced, the Rule of Law was paramount in creating a safe and secure environment in which recovery could take place.²³

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

1.5 Impact of UNDP Rule of Law programmes

There have been a number of evaluations of the UNDP Access to Justice and Rule of Law Portfolio.²⁴ According to various evaluation reports, the previous Rule of Law and Access to Justice Programme has contributed in substantive ways in improving access to justice and rule of law for Sudan while operating in a complex, difficult, and ever-changing environment. Indeed, the capacities of individuals and institutions have been strengthened so that they may participate in decision-making processes. The interventions have contributed to the ongoing political dialogue with the Sudanese government, creating an environment that allows for Access to Justice, and creating an established foundation for human rights initiatives. As a result, the various rule of law and access to justice activities have contributed to peace-building initiatives across Sudan.²⁵

The UNDP Access to Justice and Rule of Law Portfolio included those following projects, which were implemented under the SP framework. The findings of the various evaluations are as follows:

- **Community Policing:** UNDP provided support to better police services to people through enhancing and expanding services of community policing, and enhancing people's trust in the police. The project supported the establishment and development of Community Safety Working Groups (CSWG); safety plans & information centres; penal and correctional reform; training of police; and renovation / construction of police training facilities in 7 pilot states. The evaluation process for this project noted that an estimated 40% of the project's defined targets have been achieved as at end of 2012 mostly in training and community awareness raising.
- **Support to Sudan Judiciary:** The project was designed to build capacity of the native administration on judicial issues; build capacity of State level judiciary (training, technical support and equipment); and expose the Judiciary Personnel at Federal and State levels to

²³ UNDP SP II Final Report 2013

²⁴ See Evaluation of Darfur Rule of Law Project 2013., Community Policing Project Evaluation 2012 and SP II Evaluation 2013

²⁵ UNDP SP Final Report 2013, p. 57

international standards and principles regarding rule of law, human rights and their enforceability in a national system. The main achievements included the exposure of mostly judges at federal level and Darfur regional level judges to international standards and principles regarding law, its admissibility and application. A number of court halls were constructed and training of traditional judges and native administrators undertaken in both Darfur and the Three areas. This included provision of ICT equipment. Current coverage of courts is still only 20% of the need.

- **Strengthening Access to Justice and Human Security in the Three Areas (South Kordofan, Blue Nile and Abyei Area) Project and Darfur Rule of Law Programme:** The projects focused on building capacities of the state judiciaries, rural courts, as well as law enforcement structures such as police and prisons; and access to justice through legal aid and the support of a paralegal network for the vulnerable, arising from high instances of human insecurity, inter-communal violence and sporadic outbreaks of conflict. Achievements included the engagement in law and regulatory reform, with a special focus on the protection of fundamental rights for women, children and vulnerable groups. This has seen the enactment, for example of laws on children at states; legal aid has been extended to over 3,500 persons combined in the target areas.
- **Strengthening Access to Justice and Rule of Law in Eastern Sudan:** This project was implemented in Kassala state in Eastern Sudan. The focus was on functioning a Legal Aid System to enable the vulnerable and marginalized groups to access legal aid; build capacity of rule of law institutions (police, Ministry of Justice) and communities on basic human rights principles; build capacity of State Legislative Council to enact legislation in accordance with Sudanese Constitution and international norms and standards; organization of events to raise awareness on Sudan Eastern Peace Agreement. The project established 2 JCCs that have been instrumental in extending legal aid in all the three states targeting about 1,500 beneficiaries on annual basis and awareness raising reaching out to over 5,000 persons per annum. Capacity building initiatives have been undertaken for the rule of law agencies (training and ICT equipment) and adoption of relevant laws on the children and women.

The experiences gained from these projects, reflected in the evaluations, inform this bridge and inception project by drawing from the lessons learned and challenges faced. As such, building on these achievements and challenges the project will create platforms for a longer term and a more comprehensive national rule of law programme aimed at making progress more sustainable by institutionalizing rule of law.

1.6 UNAMID in Darfur

UNAMID is a hybrid mission between DPKO and African Union. A Mission Mandate Review was undertaken in last quarter of 2013 resulting in current areas of strategic focus for UNAMID that are reflected in UN Security Council Resolution 2148 (2014). The most relevant focus areas to Rule of Law is the third focus area: *“the provision of support, in conjunction with the UNCT, to the mediation of community conflict, including through measures to address its root causes and these priorities.”*

Both UNAMID and UNISFA are mandated to work in their Areas of Operation that poses certain challenges when attempting to link the work in with national policy. In the case of Darfur the national authorities very much control the regional authorities in engaging with the UN which does seem to underline that whatever development is needed in Darfur does need to link with the national plans in addition to the regional development plan.

UNAMID Rule of Law and Police have recently had a strategic review which has led to some readjustment in staff figures that has included some reduction in staff numbers in the attempt to utilize better resources to refocus and insist on greater impact. Both teams are focusing on increasing their collaboration with the UNCT and this is best portrayed in the draft Interim Strategic Framework which is meant to capture mission collaboration

The UNAMID Police Team has 3 major components one of which is relevant and focuses on Capacity building for the GoS Police. This team which consists of seasoned Police Officers would be most relevant in a joint ROL programme with UNDP and the UNCT. The Rule of Law team has a Justice team and a corrections team. Both teams have worked extensively with UNDP in the past on quick impact and longer term activities. The teams have a number of senior advisors in their respective disciplines (6 for corrections and 20 for Justice).

Two major issues hinder the carrying out of Rule of Law in Darfur in Particular. First is access of formal institutions beyond major urban areas due to political rifts and security issues and second is the lack of capacities within the Rule of Law institutions themselves. While there is a framework, namely National Law, National Plans and now most recently the DDS, the implementation of Rule of Law remains limited and due to the conflict the formal sector is not necessarily welcomed in all areas of Darfur which poses additional difficulties and the Mission is having to offer protection and create some form of stability but this state of affairs is not sustainable in the long run and has to be tackled with longer term strategy.

IDPs and vulnerable populations suffer the most due to illiteracy and not knowing their rights and the Native Administrations that worked well in the past in carrying out Rule of Law and justice have been made defunct by the conflict. The mix between customary and formal creates added complexities when it comes to Rule of Law programming for the UN.

Legal Aid clinics and relevant NGOs are limited in scope but the Bar Association in El Fasher runs a legal aid clinic out of its premises²⁶. Supporting and training paralegals, in particular to work in IDP camps has also been hugely successful in bringing added support to the people, but this type of support is a fraction of what is needed - but it provides a good example of something worthwhile investing in.

The formal justice sector is restricted mostly to urban areas. With the help of UNAMID the courts did use some of the UNAMID resources to reach rural areas and areas out of boundary but this arrangement is not sustainable in the long run, not least as UNAMID assets become smaller. There needs to be a way

²⁶ The Prosecutors' Offices in Central Darfur (Zalingei) and El Fasher (North Darfur) also run legal aid clinics with support from UNDP. Letters of agreement were signed with both entities and the one in El Fasher continues to function although they now seek to establish independent offices away from the Ministry of Justice premises where they are currently co located.

to support the formal justice sector to gain more ground. Judges do need training and the resources and capacities are limited but it's important to note that this is an administrative and a political challenges since Khartoum itself has a functioning Justice sector.

Overall the capacity of the prosecutors, attorney general and lawyers is low which underlines the need for continued capacity building and investment in human resources.

The Police are similarly weak when it comes to capacity. The chain of command, in particular local areas, is weak and the Police are unable to operate fully in areas where conflict persists. Many of the IDP communities do not acknowledge the Government Police Service as their security provider. While they have developed voluntary community policing system, it is completely on a voluntary basis and the level of professionalism is very low. A vacuum in security has resulted in banditry and serious crime across Darfur and its definitely having a negative impact on sustainable development.

The relationship between the Sudanese Police Force and the UN has been improved substantially during last two years. A landmark letter of agreement was concluded with the GoS Police in South Darfur in 2012 whereby UNDP transferred funds to the Police authorities for self-management and implementation of agreed upon activities. A Memorandum of Understanding on operational cooperation and support to capacity building for GoS Police was signed by the Ministry of Interior of GRSS and the UNAMID Police Commissioner in August 2013. In November the same year, an inclusive workshop was held and both parties agreed recommendations in four areas, including operational cooperation in community policing, support to capacity building of GoS Police, set-up of new institutional framework and procedures and project development, implementation and evaluation. UNAMID and UNCT also have jointly developed seven areas of collaboration in view of the MOU and the recommendations adopted in the workshop. All this implies that cooperation is possible with regional entities and reinforces the notion that federal authorities are required to bless these initiatives.

Quite a bit of work has been done in the corrections areas that have resulted in over 300 police officers trained, refurbishment of dilapidated facilities and delivery of equipment as well as a 5 year prison strategy in Darfur. UNAMID and UNDP worked closely on achieving this. Most notable was how the relationships at the National level with the Prison authorities had been successful and opened doors in Darfur. The Prison authorities belong to the Ministry of Interior, like Police, so this sort of approach is a good lesson and could be transferred over to the Police. Already the Mission has been liaising at the central level and the Central Authorities have even requested support from the Mission at the National level. This could be better enhanced under a joint ROL Programme that could entail elements of national support.

- *Integrated Strategic Framework (ISF) for Darfur*

The ISF is currently being updated for the period of 2014 – 2016. It has identified a UNAMID/UNCT strategic objective under the UNSCR 2148 (2014) Priority area 3: *"Peace and recovery dividends are provided to Darfuri population through the implementation of the Darfur Development Strategy (DSS) and completion of its Foundational and Short Term activities."* It underlines that the first pillar of the DSS

namely Governance, Justice and Reconciliation – contains several key objectives for which coordinated action by UNAMID and UNCT is required the most relevant being “improved access to Justice”.

The Darfur Specific Doha Document for Peace in Darfur (DDPD) created the Darfur Regional Authority as the principal instrument for the implementation of the Darfur Development Strategy. The DDS offers a very good platform for the UN to be able to position its activities in accordance with nationally owned plans funded by the multi-donor Darfur Community Peace and Stability Fund (DCPSF) which is a Multi Partner Trust Fund (MPTF). Already funding has been allocated to the fund (total of 28 Million) although it seems that this funding has already been allocated to pipeline projects leaving little to base a joint Rule of Law programme on. The fund should however offer opportunities to fundraise for a joint ROL programme from Donors that in the past have been known to support Rule of Law projects in Darfur.

The ISF recognizes the multiple coordination mechanisms that have been set up recently between UNAMID Police and ROL teams with the UNCT. UNAMID and UNDP have collaborated extensively in the past on project and both sides noted that the cooperation was increasing and going “very well” and that relations were “cordial”. These various coordination mechanisms will be useful instruments to implement joint Rule of Law programme.

1.7 UNISFA in Abyei

Abyei is a territory on the border of Sudan and South Sudan and remains disputed. The Security Council, by its resolution 1990 of 27 June 2011, responded to the urgent situation in Sudan’s Abyei region by establishing the United Nations Interim Security Force for Abyei (UNISFA). The Security Council was deeply concerned by the violence, escalating tensions and population displacement. Under the terms of Security Council resolution 1990 (2011) of 27 June 2011, UNISFA would monitor and verify the redeployment of any Sudan Armed Forces, Sudan People’s Liberation Army (SPLM) or its successor from the Abyei area; “henceforth, the Abyei area shall be demilitarized from any forces other than UNISFA and the Abyei Police Service,” it added. The resolution also charged the interim force with facilitating the delivery of humanitarian aid and the free movement of relief workers in and around Abyei. When necessary, and in coordination with the Abyei Police Service, UNISFA troops would also provide security for the region’s oil infrastructure.

Acting under Chapter VII of the United Nations Charter, the Council also authorized UNISFA, within its capabilities and its area of deployment, to take the necessary actions to protect UN personnel, facilities, installations, and equipment; ensure the security and freedom of movement of United Nations personnel, relief workers and members of the On 14 December 2011, recognizing the urgent need for Sudan and South Sudan to commence the process of border normalization, the Security Council, by its resolution 2024 (2011), decided to broaden the mandate of the UNISFA to include assistance in that process, including supporting the development of effective bilateral management mechanisms, facilitating liaisons and building mutual trust.

The Abyei Agreement from 20 June 2011 between Sudan and South Sudan called for the establishment of the Abyei Administration and the Abyei Oversight Joint Committee. There were also plans to set up the Abyei Police Force but since the Killing of the Ngok Dinka Paramount Chief the formal institutions agreed upon in the peace agreement have been paralyzed.

While UNISFA is a Military Mission it has an UNPOL component with 50 posts (24 currently filled). The UNPOL force, in the absence of any formal rule of law institutions has assisted the Military components Mission with achieving stability in communities by supporting the establishment of community security components "the Neighborhood Watch" as well as reaching out to facilitate dialogue and even intervening when dispute arise. When it comes to traditional dispute mechanisms these are paralyzed also by the conflict which has had very negative effects on relations between the Dinka and the Misseriya. There are a few Civilian Affairs posts in UNISFA but most remain unfilled. There are however hopes that these posts can be filled should the UN beef up its activities in Abyei beyond mere stabilization and humanitarian efforts.

While UNDP had programmes in Abyei in the past that included infrastructure and rehabilitation, many of these efforts have been erased due to the conflict between the Ngok Dinka and the Misseriya communities. UNDP also took part in projects to encourage dialogue between communities in the Dinka population but these activities bore modest results mainly as they were not connected to any larger area efforts that would have made such efforts more sustainable. Of late UNDP worked with UNPOL to facilitate for community outreach and even supported some structures but funding ran out and so Abyei has until now remained low on Donor's priority list. There are hopes that this can be reversed with increased attention on Abyei, not least as tensions are expected to rise.

II. STRATEGY, PRINCIPLES AND CROSS-CUTTING ISSUES

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

There are several factors that need to be taken into consideration which make this interim project necessary:

- ◀ A national rule of law programme requires linking all regions more effectively with national planning mechanisms to ensure that UN's assistance is sustainable and nationally owned.

- ◀The Global Focal Point for Rule of law promotes a “One” UN approach for rule of law. There are several ways of achieving this through either the creation of joint justice and police units delivering as one or through loser frameworks that simply divide responsibilities between Missions and Agencies in a carefully sequenced manner but under one framework.
- ◀The operational environment in Sudan is complex and differs highly from one region to the next. International assistance is further complicated by two very distinct UN Missions with differing mandates, namely UNAMID, a large DPKO peace keeping mission with strong Rule of Law components in Darfur and UNISFA which is primarily a military mission with smaller Police and Civilian Affairs components in the disputed area of Abyei.
- ◀The Missions have assets and activities and in the case of UNAMID extensive projects that support elements of rule of law. Both Missions are however restricted to their mandated period which prevents them from being able to plan their assistance beyond one year or link interventions into national planning.
- ◀Funding in Sudan continues to be a challenge for agencies and in the case of Darfur funding has been significantly reduce in spite of the needs remaining the same. This demands that UN agencies working on Rule of Law work together to make the best use of available resources.
- ◀Working in Abyei, because it is a disputed area de facto demands that both UN Country Teams are involved or at least that there is a sense of neutrality in any development support.

In general UNDP’s programmatic approach and activities in Sudan are guided by the United Nations Development Assistance Framework (UNDAF) signed in July 2012, which draws on the United Nations Country Analysis 2012 as well as on information from project and programme evaluations. The UNDAF is the bases for the Country Programme Action Plan (CPAP) 2013-2016, signed in July 2013 between UNDP and the Government of Sudan. UNDP works with the UN Country Team (UNCT) and the African Union/United Nations Hybrid operation in Darfur (UNAMID) and United Nations. The ISF for Darfur is also near completion which has a reference to the Global Focal Point Arrangement.

UNDP Sudan has tailored its justice and rule of law efforts to the evolving contexts, new political developments in Sudan including DDPD and institutional arrangements for Sudan after the cession of South Sudan, changing needs in different regions in Sudan, as well as by taking into account the experiences and lessons learnt in earlier phases of interventions. 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. UNDP thus will pursue three strategic interventions to strengthen equitable and timely access to justice and to promote the rule of law, while sustaining community-based access to justice programming to meet the needs of needy populations.

The overall rationale of this bridge and inception programme is to continue to support rule of law and access to justice while at the same time create a platform for a new longer term engagement that draws from the principles of the Global Focal Point calling for One UN approach to Rule of Law. While UNDP and DPKO are the sole implementing organizations under this particular project the aim is to bring the UN system together to design longer term joint approach to rule of law across Sudan. The ultimate aim

is to contribute to *rule of law and the promotion of security* for all Sudanese, through responsive institutions and empowered communities. The future Rule of Law and Access to Justice Programme will be guided by a single rule of law strategy and a single programme ensuring coherence within and between components, whilst being soundly based on national strategies and the UNDAF. This coherence will be consolidated through annual work plans based upon the programme strategy and principles. This merger which the inception project will work towards will:

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

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

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

2.1 Strategy

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

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

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

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

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

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

In Sudan, this will be implemented through the **strategic framework** components as outlined below:

Component I: Legal Empowerment of Individuals and Communities

No.	Description
1	<p><i>Strengthening Paralegals to Ensure Sustainability</i></p> <p>The programme recognizes that access to justice must include trained legal professionals to help facilitate the empowerment of individuals to exercise their rights. As such, UNDP has implemented projects leading to the increase in number of paralegals, expansion of their profiles, and development of networks of community-based paralegals with positive results. While these activities will continue through this programme, a second level will be established to ensure</p>

	<p>further sustainability of professionals in access to justice. These activities may include targeting development NGO staff for paralegal training, working with local organizations to help sustain paralegal services, developing a cost-recovery mechanism, training paralegals in resource mobilizations, encouraging pro bono services, and/or creating a cooperative where various professions/livelihoods are able to trade their services or goods for legal aid (organized by local non-governmental organizations). In addition, the expansion of Justice and Confidence Centers will allow for paralegals and community members to work together to ensure sustainability.</p>
2	<p><i>Using Traditional and Modern Methods for Legal Awareness</i></p> <p>The programme recognizes that in a rapidly changing world, social media and telecommunication advancement can be utilized to spread legal awareness much faster than before. In this light, UNDP will seek to develop a legal awareness strategy which utilizes resources such as the media, internet, mobile phone text messaging, and/or other applicable methods for conveying the messages using lessons learned from other projects. As mentioned in the CPAP, internet usage statistics have shown that Sudan has 6.5 million internet users as of June 2012 (approximately 19 per cent of the population) and over 27 million mobile users.²⁷ Sudan is ranked number 6 in Africa's top internet countries.²⁸ Using Sudan's progress in telecommunications, the programme will work with both the public and private sector to utilize these additional technological resources for the advancement of legal awareness and empowerment throughout Sudan. UNDP will implement the legal awareness strategy working with a range of actors to distribute messages on legal rights, places to get legal aid, and how to exercise legal rights.</p> <p>The strategy will also include traditional methods of creating legal awareness such as holding workshops and training community leaders. The programme will also incorporate innovative methods into disseminating information through initiatives such as drama theater, songs, and radio programmes. The programme will pay particular attention to empowering women and vulnerable groups by ensuring that these groups have access to legal information and are aware of their rights. For example, the programme will take into consideration the accessibility to any legal awareness workshops for women (e.g. secure location where women can bring their children if needed) and will schedule the timings of these workshops accordingly (e.g. during a time of day when women are generally free to attend such workshops). These sessions will be communicated via the appropriate media for that particular area.</p>
3	<p><i>Enhancing the Capacity of the Next Generation</i></p> <p>The programme understands that the development of the next generation is critical to the strengthening of rule of law and access to justice in Sudan. Therefore the programme will also seek to help reinforce civil society actors working in legal empowerment.</p> <p>Moreover, if there is available funding, the programme will select a university to create a pilot legal aid clinic in which law students supervised by licensed attorneys and law professors, are able to provide low income individuals with legal aid services. Law students will receive proper training to provide legal aid including specific training on addressing violence against women and IDP</p>

²⁷ CPAP, p.6-7

²⁸ *Id.*

rights. Not only will beneficiaries gain access to much needed legal aid, but law students will gain the necessary skills to positively contribute to the strengthening of access to justice and rule of law in Sudan.
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Component II: Strengthening the Justice Sector

No.	Description
1	<p><i>Building Confidence in the Justice System</i></p> <p>The programme recognizes that confidence in the justice system is necessary to promote rule of law. While confidence in the justice system has increased, more work needs to be done to ensure that people feel comfortable to rely on these systems. Part of building confidence is the assurance that there is an organized fair process and good case management. In addition, judges, native administrations, and legal professionals should be able to demonstrate a strong understanding of the law, rights, and legal processes. Therefore, this programme will seek to develop a standardized training modules system that can be embedded into an established national training entity or training units within respective participating departments or offices to ensure sustainability and growth. Successful participants would be certified to train others on the same topics, thus expanding the number of trained individuals. The modules will also be developed in relation to the needs of each specific area (e.g. judiciary, legal aid, corrections, police, and native administrations) within the justice system but all modules will begin with a standardized introduction to rule of law. In addition, guidelines will be created and made available on a website and in hard copy to help share the knowledge and ensure transparency. The results of this comprehensive system would be to increase the efficiency and transparency, which will in turn lead to an increased overall confidence in the justice system.</p>
2	<p><i>Improving Relationships between Law Enforcement and the Community</i></p> <p>The programme will seek to continue building upon UNDP's past community policing initiatives, allowing a further shift in police mentality from law enforcer to service provider and increasing community capacities and participation in solutions and measures to enhance their communities' safety within IDP camps especially for women and children.</p>
3	<p><i>Ensuring Local Capacities for Access to Justice and Rule of Law</i></p> <p>UNDP will continue to work with the Sudan Bar Association to develop a structure for continuing legal education of legal professionals. This would not only provide an opportunity for personal growth but also would enable legal professionals to stay current on law developments and judicial decisions. It would also contribute to knowledge management.</p>
4	<p><i>Creating Transparency and Increased Accountability</i></p> <p>The programme would work with partners to develop civilian oversight procedures to ensure transparency and accountability of the justice sector.</p>

Component III: Law Reform and Advocacy

No.	Description
1	<p><i>Ensuring Broad-based Participation</i></p> <p>The programme will work with a committee to review laws and make recommendations for reforming/creating the laws in alignment with international human rights principles. The committee, consisting, of government partners, civil society, academic institutions/centers, and lawyers would promote recommendations for law reform to the legislative body with information on the need and consequences of such law reforms. In some cases, the committee would undertake the exercises of drafting laws for consideration or writing amicus briefs to the courts. The programme would provide technical advice in support of the committee's work.</p>

This strategy presents UNDP's commitment to shift from a project to a programmatic approach targeting outcome-level impact. UNDP will consolidate its technical expertise and delivery capacity in programme areas, and actively seek partnerships. UNDP's interventions will take a regionally differentiated approach by implementing the programme differently in each region and ensuring that governance, security and justice interventions are specifically tailored to meet the needs of each region. Implementation modalities will be detailed in annual work plans, based on a deep awareness of the political economy, social structures and conflict dynamics in each region.

UNDP commits to building and safeguarding core capacities whilst enabling national partners to take ownership and leadership of the recovery process. Given the timeframe of the programme, it is envisaged that the programme strategy will be regularly re-assessed and will evolve in response to developments on the ground and lessons learned. While the overall objective and programme outcomes will remain throughout the period, the programme is designed to accommodate flexibility to respond to patterns of stability and crisis and is able to respond to new opportunities to engage with new actors.

2.2 Principles

- **National Ownership: empowering communities and local capacities**
UNDP will ensure that the access to justice and rule of law programme reflects national perspectives and is linked to the country's national, regional, and local development plans and policies. The programme will, as much as possible, rely on national expertise and capacities; ensuring that processes are participatory and work towards building national credibility and ownership; such that Sudanese take charge of their own development. Furthermore, the capacity of administrations will be built and developed such that they are able to exercise authority over their own development policies and activities.
- **Conflict Sensitivity**
In light of the differing and changing political and security contexts in Darfur and other parts of Sudan, the programme will be informed by a clear analysis of the political economy, conflict risks, and drivers of change in each State. Such an analysis will be complemented by national

and state level rule of law, justice and security baseline assessments, and will be essential to inform programme interventions and risk management strategies.

- **Human Rights and Rights Based Approach**

The programme will adopt a human rights based approach. It will actively work to strengthen formal and traditional rule of law institutions' knowledge of human rights principles and the responsibilities of these duty-bearers to uphold the respect for human rights and protect communities. At the same time, the programme will work with women, youth and communities to increase knowledge and understanding of their human rights, encourage these rights holders to claim their rights, and for duty-bearers to meet their obligations.

- **One UN approach to Rule of Law**

By forming better relations with other agencies and DPKO in Darfur and Abyei and using this inception phase to devise a stronger joint Rule of Law Approach in Sudan the UN is not only living up to its obligations in accordance with the Global Focal Point For Rule of Law Approach but actually makes better use of comparative advantages in a country where resources now remain scarce from the Donor perspective.

2.3 Cross Cutting Issues

- **South-South Cooperation**

The programme will encourage learning and exchange of experiences with other countries from the global South on critical security and justice issues, including gender equity in the context of customary law. The programme will draw upon UNDP's global network of country offices to identify useful practices from other Islamic countries or countries/regions with plural justice systems. Experiences will also be sought on legal empowerment practices from across Africa with the participation of Sudanese authorities and civil society.

- **Gender Equality and Women's Empowerment**

The advancement of gender equality, including women's participation in decisions that affect their safety and security is a crucial element of post-conflict recovery efforts in Sudan. This is consistent with the international community's commitment to these issues as expressed in UN Security Council Resolutions 1325 (2000), 1820 (2008), 1888 (2009), and 1960 (2010).

Programme places a strong emphasis on strengthening women's security and access to justice and empowering women to advance gender equality.

3 PROGRAMME IMPACT, OUTCOMES AND OUTPUTS

3.1 Programme Impact

UNDP expects that the bridge and inception programme will not only allow UNDP to continue its rule of law work throughout the country but offer an inception phase or a platform to create a stronger countrywide joint Rule of Law Programme for Sudan with special pillars for Darfur and Abyei. This

Police Advisory Committee may be established to make regular weekly visits and submit reports to the relevant authorities on a monthly basis.

- **Corrections Support:** The programme will provide support to ensuring the corrections system is strengthened and in line with human rights. Activities will include protection and legal representation of rights of detainees, providing access to justice and awareness-raising of rights, strengthening of the capacities of prisons staff on their roles and responsibilities. This will also include the linkages with other rule of law institutions and actors and ensuring rights of detainees are respected. In addition, the Programme will support the improvement of prison conditions by some basic renovations, particularly for women and juvenile detainees.
- **Support to the Human Rights Commission**
UNDP has been instrumental in supporting the establishment of the Human Rights Commission in Sudan, based in Khartoum. The Human Rights Commission is hoping to extend its presence into the regions including Darfur. UNDP will through this programme support the Commission in setting up its operations in Darfur.

Support for each of the above areas will be provided through a training modules system and technical advice in the development of civilian oversight procedures in line with the overall strategic framework.

Output 2: Access to legal aid and protection for vulnerable groups strengthened

In Sudan, surveys have revealed low ratios of justice institutions to people, in particular in areas such as Kassala State, South Kordofan State and West Darfur State,²⁹ with as few as 26% of people reporting easy access to justice and as few as 9% having legal aid.³⁰ Vulnerable groups also have limited confidence in using the formal justice system; socio-cultural and legal barriers for women exist in disclosing and reporting harassment, domestic violence and sexual violence in particular. The programme will broaden its focus on legal aid to a legal empowerment model where legal awareness building, mediation and community engagement play a larger role, as the legal representation of criminal defendants. Increasing the number of paralegals, expanding their profile, and developing a network of community-based paralegals will be a key component of the transition to a legal empowerment model. Paralegals will be encouraged to operate with greater independence in their communities in order to raise awareness on laws and mechanisms for protecting rights, identify rights violations and mediate disputes.

In line with a legal empowerment model, specific activities under this output will include:

- Promotion of legal aid services in rural areas, including among vulnerable and marginalized through 15 existing Justice and Confidence Centres (JCCs)
- Establishment of additional JCCs and training of paralegals in areas of return of IDPs, particularly in Darfur

²⁹ Crisis and Risk Mapping and Analysis Project and 2008 Consensus

³⁰ Ibid.

- Ensure involvement of community police in the JCCs and with paralegals in particular to collaborate on ensuring access to justice for all
- Empowerment of local communities through building the capacities of NGOs and CBOs in targeted areas
- Training of lawyers and paralegals to provide legal aid at all stages of the criminal justice process (including detainees)³¹
- Strengthening of a network of community-based paralegals in order to expand their profile and ensure greater independence of paralegals in raising awareness on laws, identifying rights violations, monitoring traditional legal systems for abuses, mediating disputes, and referring some cases to lawyers
- Supporting legal awareness raising campaigns and using different media for awareness to enable citizens to claim their rights and demand legal services from both the formal and informal legal systems
- Creating a committee including different actors in the justice system to review current laws and make recommendations for law reform or drafting new laws through an advocacy plan
- If funding is available, the programme will support the establishment of a legal aid clinic at a selected university to train law students on providing legal aid and to provide services to low-income individuals

Output 3: Violence Against Women (VAW) is addressed through access to justice, legal advocacy, paralegal services, judicial reform, and awareness-raising within rule of law institutions

This is in essence a cross-cutting output, bringing together the various components out of outputs 1 and 2 to ensure a more targeted support to actors of the justice sector-wide approach to address challenges of violence against women. Although the provision of protection services for women facing sexual and gender-based violence (SGBV) must remain a key priority, no platform or strategies for addressing this exist in any of the states. The existing legal framework to protect women is not upheld. This is due to a lack of awareness amongst different actors who are expected to play a role in this and the lack of engagement of the Native Administration and traditional judges to push for measures to address violence against women.

Activities under this output will focus on:

- Training paralegals and legal aid providers on how to address VAW, particularly in areas with IDP populations
- Supporting NGOs and CBOs involved in advocacy and lobbying on this issue
- Training on combating Gender Based Violence should be developed on targeting security agencies and enforcement and compliance mechanisms set up within the relevant institutions to combat manifestations

³¹ CPAP 2013-2016

- Ensuring Community Policing Networks to ensure a specific focus on VAW and include women representation
- Supporting women's networks engaged in rights advocacy and policy change, as well as to women legal assistance providers by developing community networks of women leaders that can serve as a collective legal awareness raising and dispute resolution

IV. LINKAGES

Recognizing the importance of collaboration and local ownership in the programme, it will be designed to ensure the involvement of partners in relevant activities in the following ways:

- The programme will work closely with other UN agencies and UNAMID/UNISFA.
- The programme will bring together various justice sector actors to coordinate efforts to improve legislation through recommendations to Parliament.
- Strengthening civil society will support institutions in developing more transparent and efficient justice delivery, thereby increasing confidence among communities in the justice system.
- The programme will work closely with poverty, environment, and crisis prevention and recovery departments within UNDP to facilitate a coordinated approach to development in Sudan.
- The programme will also complement projects of sister UN agencies by supporting the development of all justice sector partners. For example, UN Women is currently working on engendering the Constitution and UNDP will work through an established committee to recommend law reform to include gender considerations. The combined efforts of UNDP and UN Women and UNDP will result in a comprehensive approach to empowering women in Sudan through the rule of law.
- Where relevant, UNDP will seek to engage the private sector in providing services in support of the programme (e.g. support for printing documents, providing venues for meetings, etc.).

V. REGIONAL DIFFERENTIATION AND IMPLICATIONS FOR STRATEGIC DIRECTION

In light of the significant differences in context and institutional capacities across Sudan, the Promoting Access to Justice and Rule of Law Programme will pursue a regionally differentiated approach to programming in Darfur and other target areas. This will mean implementing the programme differently in each region and ensuring that justice interventions are specifically tailored to meet the needs of each region, and that these interventions are appropriate and relevant to the realities on the ground.

Darfur and Abyei

The dynamics of the conflicts in Darfur has evolved over the last 10 years in different dimensions. While there has been relative improvement over the years as a result of the good work of UNAMID and other UN agencies working in collaboration with the state, the security situation still remains very volatile across Darfur.³² The deterioration of confidence in governance and rule of law institutions is

³² Reports of the Secretary-General on the African Union-United Nations hybrid operation in Darfur for January, April and July 2013 (S/2013/22, S/2013/225, and S/2013/420).

compounded by the destruction of infrastructure and livelihoods, and the near absence of basic social services. All this has manifested in persistent vulnerability and insecurity among the Darfur population, causing massive displacement and generating huge numbers of Internally Displaced Persons (IDPs) and refugees.

The lack of basic service provisions as well as the lack of the provision of justice and security services, including justice systems to solve conflict over land, forms a serious obstacle for the return of the IDPs. The evolving situation in Darfur has led to an increased emphasis by national and international actors on early recovery, durable solutions and transition from relief to development, alongside continued humanitarian assistance where needed. The signing of the Doha Darfur Peace Document (DDPD) and establishment of the Darfur Regional Authority (DRA) has given further impetus to recovery and durable solutions in the region. Despite conflict, persistence of armed groups and continued insecurity in parts of Darfur, there has been an increase in voluntary returns mostly to rural areas. At the same time, dialogue between the international community, State and National authorities on local integration of IDPs in urban areas is also moving forward. Nevertheless, in particular in IDP camps and communities of return, levels of confidence in the State, and justice and security providers in particular are very low. The police are currently not perceived as neutral, independent and immune to political interference. Another challenge is that due to the low number of courts and prosecutorial power, police have often assumed judicial functions, for which they are not qualified.³³

Support in Darfur will be closely aligned with the Darfur Recovery, Reconstruction and Development Strategy (DRRDS), as provided for in Doha Darfur Peace Document (DDPD). Target areas will be locations where UNDP has already provided support to establish Justice and Confidence Centres. Focus will be on strengthening capacities of various national stakeholders that are involved to not only ensure sustainability, but also to ensure continuation of efforts when UNDP does not have access to particular areas due to insecurity. Furthermore, the programme will be included under the inter-agency Early Recovery Framework, to ensure coherence as well as to work in partnership with other agencies to expand support to remote locations and in areas of return. Focus of activities will be in areas of return by IDPs where longer-term recovery and development efforts are needed to ensure peaceful integration in these areas of return.

Under the Early Recovery Framework, strengthening access to justice and security and justice service delivery will complement other development priorities, such as viable livelihoods opportunities and creating employment for an increasingly urban population; develop government capacity to assume responsibility of basic service delivery and lead recovery and development planning; strengthen management of natural resources, in particular water and land; and restore critical economic and community infrastructure. Furthermore, the partnership with UNAMID remains important, in particular with the justice division, corrections and UN police, to jointly implement particular components of this programme.

³³ 2013 Darfur Recovery, Reconstruction and Development Strategy

Abyei is an area like no other as it remains a disputed area and access from the North from Sudan has been difficult for humanitarian and development actors as all UN staff require a special permission from the Government of Sudan to work in the Abyei area which in turn has led to very little engagement in the Misseriya areas. In the meantime access from South Sudan is far easier which has resulted in humanitarian assistance and early recovery being primarily found in the Dinka Communities but even there, In the absence of the Peace Agreement being implemented and lack of formal institutions, the UN is very limited in what it can do to help communities when it comes to development due to access restraints, security restraints and costs of operation.

There are however some entry points that can be explored that revolve around community security and traditional dispute mechanisms and dialogue. This inception programme will allow UNDP to explore some entry points and how to link into UNSIFA under the GFP arrangement by supporting UNPOL colleagues and potentially work with Civilian Affairs. This work will only be feasible subject to additional funding and a wider commitment from the UN as a whole to facilitate more engagement in Abyei.

Recent work on community security by UNPOL has however yielded some benefits in the communities and the Sudanese Government is opening up to increasing access into Misseriya areas.

National Level

In the three Protocol Areas of Abyei, South Kordofan and Blue Nile states, outbreak of fighting has led to widespread human rights violations and large scale displacements. The referendum on the final status of Abyei, as well as the completion of the popular consultation processes in South Kordofan and Blue Nile have been delayed due to the fighting in these areas. Sudan has yet to pass a new permanent constitution following the July 2011 secession of South Sudan and public debate over the constitution is proceeding amid increasing polarization over different important but difficult issues. Practically, the general situation of human rights in the Sudan remains unstable, especially in the conflict-affected areas of the country such as Darfur, Kordofan and Blue Nile states. The Government has, however, made some general progress in respect of policy, legislative and institutional developments aimed at improving the situation of human rights in the country. Human rights awareness has improved across the different government sectors and relatively amongst the populace, but the effective implementation and practical realization of most of the government's human rights policies on the ground remains generally slow.

There is specific need for the government to move from mere development of human rights policies to promote the practical realization of adopted human rights policies across the different relevant institutions in the country. There is also the need for more transparency and public dissemination of human rights strategies of the different relevant institutions indication the tangible human rights results achieved to encourage public evaluation and local human rights accountability.

A sector-wide approach including expansion to new areas in North Sudan so as to ensure an 'across the board' criminal justice chain roll out that is linked to police and governance deployment. In this respect, a key objective of the programme will be to support the development of Sudanese Community Policing to enable it to undertake civilian policing. The programme will also work to strengthen national ownership and direction of justice system development through targeted support to the entire justice sector institutions. The programme will expand its support to legal aid providers and look to develop partnerships with community justice providers. Partners will be supported to establish community networks of paralegals that can serve as a collective resource for legal awareness-raising, dispute resolution, and other related activities.

VI. BENEFICIARIES AND PARTNERSHIPS

Different actors of the justice sector will be responsible for the planning, implementation and monitoring/reporting of the programme activities at the national and state level, in close coordination with UNDP. In particular, the following actors will be engaged throughout the programme: Ministry of Justice (Legal Aid Department and General Prosecutor); Sudan Police; Prison Services; Sudan Judiciary; Native Administration; Sudan Bar Association; paralegals; community-based organizations; and non-governmental organizations. The direct implementation of activities is designed to create the organizational foundation necessary for the ongoing sustainability of the programme. In addition to technical assistance and capacity development, the programme will provide indirect support to stakeholders.

Moreover, the programme will also work with UNAMID, UN Women, UNICEF, and UNHCR. Sustainability is further reflected programmatically in the approach to training. Areas for potential collaboration include police, corrections, women's rights, child rights, and the protection of returnees and displaced persons. Training modules are designed to be experiential and participatory. The modules will produce manuals to be used in future training. Moreover, initial training of management will be based on a training of trainer format, so that managers can be involved in the training of the new staff.

VII. SUSTAINABILITY AND KNOWLEDGE MANAGEMENT

Sustainability of the project is generally dependent on partners taking on local ownership of the programme. Therefore, alignment with national planning frameworks remains key to having government and national support.

Furthermore, in order to ensure sustainability and knowledge management, the programme will work with capacity building partners to develop guidebooks tailored to each sector within the justice system. In addition, the programme will train partners on how to ensure that the guidebooks are updated regularly.

The programme will also conduct training of trainers and work closely with civil society to develop the capacity of each area of the justice sector and legal empowerment of citizens. This will aid in the future

VIII. RISKS AND MITIGATION STRATEGY

As of June 2014, UNDP has access to Darfur urban areas and the Eastern states in order to implement the programme. The security situation in South Kordofan and Blue Nile states remains challenging and there is still limited access for UNDP international and national staff to implement projects in those areas. As such, UNDP will work closely with community-based organizations that have access to the areas to implement the activities.

In addition, rainy season can sometimes cause flooding in areas which limits physical access to vulnerable populations. UNDP will therefore plan accordingly to reach these communities prior or subsequent to rainy seasons.

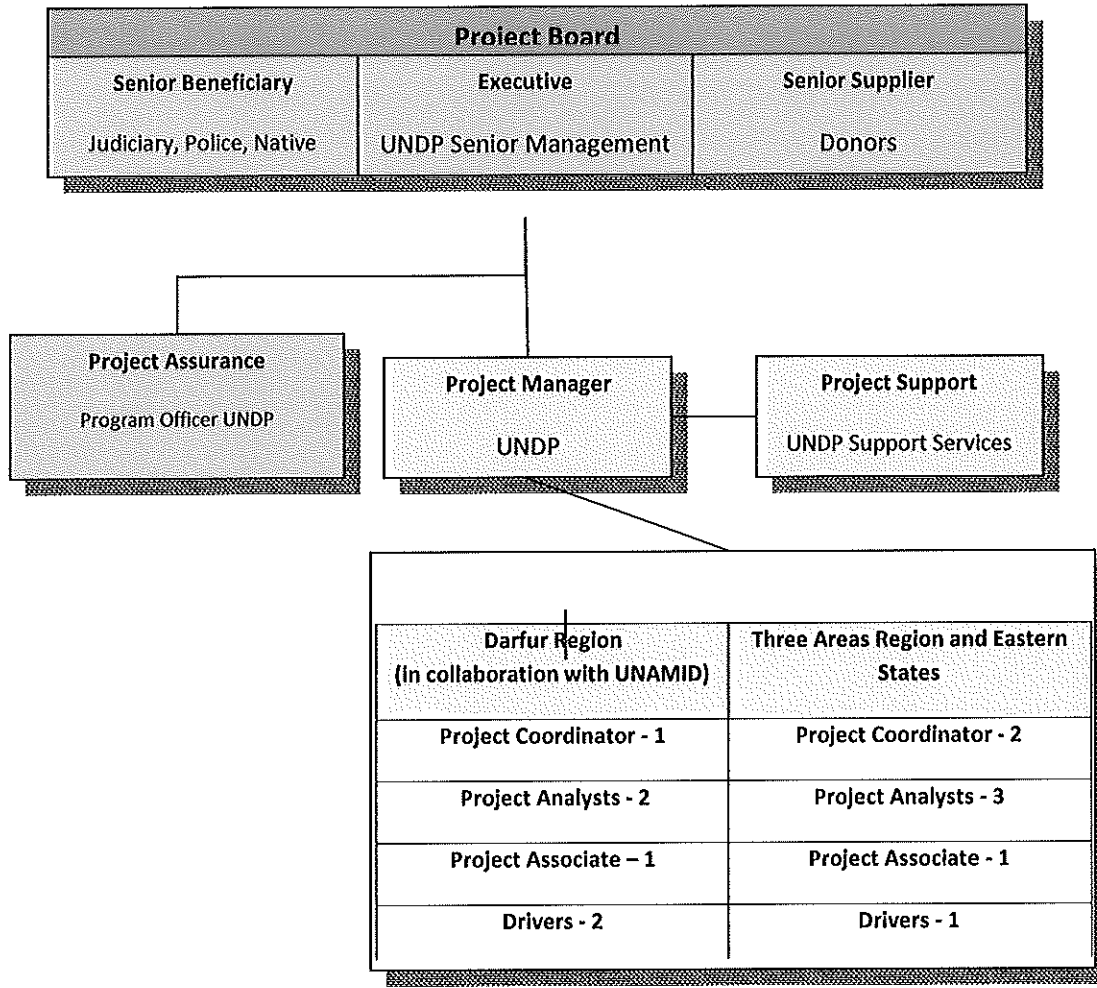
Please see the Risk Management Matrix in Annex A.

IX. MANAGEMENT ARRANGEMENTS

The programme will be executed by the UNDP CO through the Direct Implementation Modality (DIM). UNDP adopts the directly implementation modality in circumstances when the proposed programme or project requires to be implemented in an atmosphere where, speed in terms of delivery and decision-making is needed; national authorities lack capacity to carry out the project; when the project could not be carried out by another UN agency; and the UNDP Country Office has adequate capacity to manage. DIM is best suited as the range of proposed outputs of the Programme entails working with several government institutions and departments. It is envisaged that each of the identified government counter parts will play an equal role and share equal responsibilities at the implementation stage. Thus, it is difficult to house the Programme in one single government organization. Further, since the Programme is designed to take an integrated approach covering an extensive area of the justice sector, it requires the maintenance of an effective and extensive coordination mechanisms with all stakeholders including the native administration, bar associations and civil society organizations. To ensure the national ownership of the activities, the programme will be well coordinated with the various counterparts and stakeholders.

Some of the activities will be implanted with the support of UNAMID (and UNISFA if opportunity arises). This is primarily as UNAMID has a number of staff members and the intension is to increase collaboration whereby the inception phase of this programme will enable UNDP and DPKO to work towards having joint units and subsequently a joint programme. Those UNAMID staff members that will deliver under this programme will directly report on those activities to UNDP. This has been successfully done in other countries where DPKO and UNDP work as one team and join hands in implementing activities. E.g. the rule of law unit in UNAMID have a wealth of experience and are able to carry out training that prevents UNDP from having to hire expensive consultants. Therefore UNAMID experts cannot be underestimated when it comes to important resources in delivering this programme.

Project Organisation Structure



Project Executive Board (PEB) will guarantee the national ownership of the project and will bear ultimate responsibility for making executive management decisions, including approving potential Project revisions. The PEB will supervise and guide the Project Manager and technical advisors through any obstacles or problems that may arise. The PEB will be comprised of:

- One representative of the Judiciary, appointed by the Chief Justice, who will chair the PEB, ensuring that the Project’s beneficiaries are represented;
- One representative of UNDP (Senior Advisor for Rule of Law);

UNDP Program Officer will oversee and ensure the day to day quality of the project and ATLAS management of the project. The Program Officer will also provide support for the programme teams in each region where necessary to ensure timely implementation of the project. The Programme Officer will be the focal person for reporting, monitoring and evaluation aspects of the project.

Programme Coordinators will be based in each region (Darfur and the Three Areas) and responsible for management of the implementation process of the project in each region. The Programme Coordinator will be assisted by the Programme Associate who will be supporting the beneficiary with financial aspects of the project activities - liquidation, procurements, documentation and financial reporting, as well as the Drivers.

Programme Analysts will be employed by the UNDP and based at the State levels to ensure that the necessary technical assistance and guidance is provided for technical implementation of the project.

Finance Analyst to be based in Khartoum will be responsible for guidance in the area of overall financial management of the project including the release of funds, quality of financial delivery, audit process, financial reports to UNDP and donor etc.

Capacity assessments of implementing partners

The programme will support the Capacity Assessments of the implementing partners (the Judiciary, Police, Corrections services amongst others) in implementing many of the activities in the programme as requirement under the administration of the Letters of Agreement and the Micro Capital Grant Agreements.

UNDP Support Services

Where necessary the procurement and other operational support services of the UNDP will be required and drawn to support the implementation of the activities of the project.

Collaborative arrangements with related projects

The project will work closely and in consultation with other projects supported by UNDP – the Joint Conflict Reduction Programme (JCRP) in fostering peace building and peaceful existence mechanisms; DDR Programme in addressing the judicial needs of the ex-combatants.

Description/summary of the inputs to be provided by all partners

UNDP will be responsible for the overall management of the project through administrative support as well as providing technical advice on the activities and expected outcomes for the project. The other rule of law institutions will be largely responsible for the implementation of the activities through direct support to / assistance of UNDP.

Audit arrangements

The UNDP will be responsible for the auditing arrangement of the project

Agreement on intellectual property rights and use of logo on the project's deliverables

Prior Obligations and Prerequisites

Through pro-active engagement with the Government of Sudan, UNDP has developed a fruitful and collaborative working relationship with Government institutions as well as rule of law institutions, including the Judiciary.

Through a transparent and collaborative approach, UNDP is intending to work closely with the judiciary and the law enforcement institutions to ensure national ownership of the Programme. These institutional support and commitment is essential for the success and sustainability of the proposed rule of law activities and that support and commitment has been evident from the prior project which ended in December 2012.

X. MONITORING AND EVALUATION STRATEGY AND FRAMEWORK

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 Analyst 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 quarterly by the Project Analyst 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
- ◀ 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 Analyst 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.
- ◀ **Final project review and assessment**

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

XI. LEGAL CONTEXT

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".

XII. ANNEXES

Annex A: Risk Management Matrix

#	Description	Date Identified	Type	Impact & Probability	Countermeasures/ Management response	Owner	Submitted/ updated by	Last Update	Status
1	Political instability in certain parts of the country hampering overall delivery.	July 2011	Political/ Security	The deterioration of security and humanitarian situation in South Kordofan, Blue Nile, Abyei, and certain parts of Darfur having an impact on UNDP's capacity and ability to implement the project	Continuous monitoring of situation by senior management and advise on/ take measures as appropriate ensuring good relations at State levels with the Government under the auspices of inter-agency committees	Project Managers and Programme Officers	Project Managers Final report Strategic Partnerships Evaluation report Darfur ROL	May 2014	Abyei has been open for the resumption of activities and light infrastructure, while South Kordofan is only open for a minimal international staff presence and full national deployment. Access to certain camps sites is still impossible The recommendations of reports incorporated to the project
2	Tightening of permission to access certain areas where programmes are implemented	January 2012	Political/ Security	-Staff implementing UNDP Programmes/Project s and donors are not offered access to areas for implementation and monitoring -Delay in project implementation	Continue follow up and negotiations with government and other relevant counterparts on issues related to access New travel regulations have now been introduced in May 2013 which is aimed at reducing restrictions in accessing programme sites in remote locations and also	Senior management and UNCT working together with key government counterparts to find common ground.	Heads of units	March 2012	Issue of access to the programme areas by UNDP, agencies and donors has been a determining factors in running and operating projects and programmes in Darfur, Blue Nile and South Kordofan

3	Decreases in funding for the country for the priority interventions	January 2012	Political	Lack of good governance and accountability and the perceived or actual corruption, might lead donors to tight /restrict donation to the country.	Resource mobilization and strategy Aid Effectiveness	Project Managers and Programme Officers	Heads of units Strategic Partnerships Evaluation report Darfur ROL	March 2014	Funding issues are set part of priority element for implementing most of the initiatives. Relationship and business cases are one of the requirements with an improved delivery of the existing programmes.
4	Delay in release of funds	September 2012	Organizational	Delayed release of funds may cause significant delays in project implementation, cessation of activities and loss of staff	Continuous monitoring and follow-up with SP partners. Temporary internal reallocation of funds if necessary.	Project Managers and Programme Officers	Project Managers Annual programme reports and Evaluation reports	March 2013	In 2010, the late release of DFID funds caused some disruption in and delay of project implementation. As a consequence, activities were undertaken as agreed per the annual prioritization exercise.

5	High staff turn-over	July 2012	Organizational		Rationalization of balance between national and international staff, particularly at field level, to increase national ownership of the programme, support capacity development, to increase sustainability, and to decrease the level of programme disruption occasioned by increased insecurity and the international staff entitlements for leave.	Heads of units	Project Managers	March 2013	Rationalization is ongoing and realignment in place
6	Insufficient capacity and regional reach of local NGOs/CBOs	July 2012	Organizational	Delay implementation of project activities	DIM implementation modality will serve to ensure implementation in areas not covered by NGOs/CBOs. A rigorous capacity development approach will help to strengthen capacities of local NGOs/CBOs.	Project Managers and Programme Officers	Project Managers	March 2014	Capacity Development of local NGOs/CBOs ongoing along with mapping of new CBOs/NGOs.
7	Potential disruption of programme due to de-regulation of implementing partners	July 2012	Organizational/ Political	Limited ability of partners to implement project in fair and independent manner	Drawing on the Rule of Law Programme's established network and knowledge of local NGOs, UNDP will ensure that all SP sub-projects are implemented properly and for the proper beneficiaries by	Project Managers and Programme Officers	Programme Managers	March 2013	Vetting and pre-qualification of implementing partners has progressed.

8	Unstable situation in border areas, renewed outbreak of conflict between North and South Sudan	January 2012	Political/Security/Operational	In 2011, violence broke out in the border area between Sudan and South Sudan. Project activities came to a halt, project assets were destroyed and project staff had to be temporarily relocated to other project locations outside the area.	UNDP in collaboration with the UNCT, national partners and funding partners will engage in a review of its programme activities in the region and discuss alternative programme implementation measures to ensure that gains made through the previous programmes are not lost and can be built upon in the future, and to identify priority interventions to undertake once the situation stabilizes.	Project Managers and Programme Officers	Project Managers	May 2013	Some of those areas are opening up and returning is progressing
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Annex B: Results and Resources Framework 2015-2016

Improved Justice, Security and Human Rights provided by state actors through more effective, equitable and timely justice and protection services							
Output 1	Geographic areas and Partners	Baseline data	Final targets	Means of verification	Indicative activities and resources	Responsible Parties	Total for
Overall Outcome indicators: Existence of functioning security and justice institutions and oversight processes and/or mechanisms (disaggregated by those that are gender sensitive) 40 per cent of capacity development programmes are women	National/Sub-national level	UNDAF Constitution; legislation.	Institutions functioning effectively according to their mandate to make the public sector more efficient in providing justice and security to its citizens.	Operationalizing of critical institutions in accordance with the rule of law. Verification will include basic functional reviews that can be monitored over a period of time.	Assessments, surveys training, capacity building, mentoring, publications, course materials, curricula design, materials and hardware, travel.	UNDP/UNAM ID MOJ, Police and Prison Administration	In kind contribution with UN staff
Output 1.1							
Improved credibility and efficacy of the justice system by ensuring legal representation to citizens in need							
Immediate results indicators	Area and Partners	Baseline data	Final targets	Means of verification	Indicative activities	Responsible Parties	Resource USD
National and Regional strategic plans of the Justice sector formulated aimed at improving access to justice and legal aid to most vulnerable and women groups	National/Sub-national Judiciary MOJ	Currently the judiciary does not have a strategic plan to roll out justice institutions in areas where no formal state actors are present	Justice strategy has a vision and a tangible plan to roll out justice; Improved access of women to justice	Regular assessment of justice actors include court monitoring by non-state actors	Training on strategic planning Workshops with state and non-state actors to make the strategy more inclusive Development a comprehensive policy paper broadly defining priority areas and to 5 year strategic action plan with the gender dimension	UNDP/UNAM ID; MOJ, MOI	In kind contribution with UN staff
# Criminal justice forum in place with women participation	National/Sub-national UNDP, Lawyer's network, community leaders, CSOs, relevant state institutions from Justice, Police and Corrections	No criminal justice forums in place	The Criminal Justice Forum brings together leaders from Federal, state, local, women associations and groups; tribal government and the public to share real-	Regular or bi-monthly meetings and how these discussions points are used in implementation of justice or policy	Facilitation of workshops x 2 Training sessions x 6	UNDP; Lawyers network	20,000

# Police, judiciary, lawyers, paralegals, legal aid providers and corrections officers (females and males) understand the justice chain	National/Sub-national Judiciary, MOJ, MOI, Police, Lawyers association, Paralegals, Prison authorities	Target groups undergo basic assessment prior to training.	Life solutions that are working across the region.	Assessments and interviews	Facilities, course materials Development of a curriculum. Pilot of joint training sessions involving all actors of the justice chain (including senior management levels).	MOJ; JCCs; MOJ; UNAMID	30,000
# Training modules on legal representation and legal aid developed and applied in the formal justice system	National/Sub-national Judiciary, MOJ, Paralegals	Current legal aid cases and processes.	Training modules in line with international standards are effectively available to educate legal professionals and the general public on legal aid	Quality of the training modules and tools	Design and implementation of three training modules (tailored to the Justice sector, courts, police and corrections) At least 50% of participants are women	UNDP/UNAM ID	30,000
# Paralegals and lawyers (Females and Males) provide legal aid at all stages of the criminal justice process	Sub-national Ministry of Justice, Police, Judiciary, Native Administration, NGOs	Previous training programs and participants. Evaluation and baseline surveys.	Judges, Legal professionals, women groups; police, and relevant NGO representatives are fully informed of principles of legal aid.	Questionnaires and surveys Training modules and tools Tracking record of the cases	Training of paralegals and lawyers for legal aid conducted in 5 states of Darfur Develop a cadre of paralegals (female and males) to support the work of lawyers, assist at police stations, in prison and at court and provide a range of primary justice services in the community	UNDP; MOJ;JCC; State Police	25,000
Output 1.2							
Immediate results indicators	Areas and Partners	Baseline data	Final targets	Means of verification	Indicative activities and resources	Responsible Parties	Resource USD
Conditions in selected prisons across Sudan are known with special attention on female prisons	Sub-national	UNDP has done some preliminary observations about prison conditions.	Report with recommendations for improvements and further actions.	Physical assessment conducted in collaboration with Prison Authorities to ensure that the process is nationally owned and driven.	Assessment of prisons, in particular those hosting female and juvenile prisoners conducted to feed into a national prison strategy, with particular focus on female prisons	UNDP; MOI; JCCs, CSOs	10,130

# Training module for corrections developed on Human Rights and humane prison management with high participation of women	National/Sub-national Prisons Administration, Directorate of Prisons and Reform, Ministry of Interior	Existing training modules and framework	New curricula applied in all refresher and new recruit courses	Training logs, assessments	Development and delivery of training programme x2	UNAMID/UN DP; MOI	20,000
# GoS prisons officers female and males (including newly recruits) understand human rights of prisoners	National/Sub-national State Prisons Administration, Directorate of Prisons and Reform, Ministry of Interior	# of staff, Previous training modules, evaluation report	Prisons officers apply best practises on human rights	Formal and independent monitoring system in place. This function will be undertaken by representatives of lawyer's network as part of a broader framework of accountability and oversight mechanism.	6 x 2 week refresher courses for senior management and GoS prisons officers on human rights approach to prisons management 6 training x 3 weeks courses for newly recruited prisons officers conducted in all five Darfur states for 300 participants (25/training course)	UNAMID/UN DP	15,000
# Prisons that have conditions that meet basic human rights, particularly for women and juvenile detainees	National/Sub-national State Prisons Administration, Directorate of Prisons and Reform, Ministry of Interior	Water supply in prisons inadequate resulting in lack of hygiene, diseases and drought	All prison facilities in Darfur and Khartoum have adequate conditions	Regular assessments and monitoring of prison conditions (institutionalised)	Needs Assessments in Darfur and Khartoum Construction of water tanks in Darfur	UNAMID/UN DP; MOI; State Police	30,000
Appropriate medical and psychosocial services set up in chosen female prisons	National/Sub-national, State Prisons Administration, WHO	Assessment of prison conditions	Female prisoners receive better support and services that is likely to benefit their rehabilitation	Regular assessment through monitoring beneficiaries	Support to installation of facilities Training given to social workers and medical staff attached to the new pilot units	UNDP; JCCs; CSOs	20,000
# prisoners females and males improve their skills and thus have better chances of reintegration by receiving vocational training	National/Sub-national State Prisons Administration, Directorate of Prisons and Reform,	Currently little or no training or reintegration schemes in prisons. In particular this is the case in female	Vocational and livelihood skills training workshops established in Darfur prisons and chosen prisons across Sudan	Regular assessments of the quality of vocational training being offered to prisoners. Training modules and	Training courses on livelihood skills Assessment of institutional capacities and vocational training and reintegration needs of detainees of prisons in Darfur states (Federal Prison in El Fasher; Ardamata Prison in El Geneina; Zalingei	UNAMID/UN DP; MOI; Prison administration	60,000

	Ministry of Interior	prisons. Little tool and facilities lacking to conduct sustainable vocational training.	to facilitate better reintegration of prisoners into society	tools. Tests and examinations can also help measure improvement in skills.	Prison, Central Prison in Nyala) Procurement of tools and equipment for welding and metal works, carpentry, masonry, auto-mechanics, and tailoring procured in 6 Darfur prisons states (Federal Prison in El Fasher; Ardamata Prison in El Geneina; Zalingei Prison Central Prison in Nyala)	
Output 1.3	Enhanced effectiveness of Police through improved management to offer better services and protection to citizens and particularly to women					
Immediate results indicators	Geographic areas and Partners	Baseline data	Final targets	Means of verification	Indicative activities and resources	Responsible Parties Resource USD
# senior Police management and leadership female and males trained on strategic planning	Sub-national Police, MOI	Limited knowledge of is involved in strategic planning	Sudan Police has improved capacity to do strategic planning	Assessments Course outcomes	Quarterly workshops on leadership, strategic planning	UNDP/UNAM ID; MOI; State Police; 15,000
Police Advisory Committee Established (50% of women members)	Sub-national State Police	Currently no advisory committees established sub-nationally	Police Advisory Committee makes regular weekly visits and submit reports to relevant authorities on a monthly basis	Formal establishment of the committee (50% of female)/ regular meetings	Expert supports facilitating workshops to define the scope and mandate of the committee	UNDP/UNAM ID; State Police 5,000
Community Policing and community safety groups including women brigades strengthened in 5 states	Sub-national State Police, CSOs	Number of community safety groups across the country	Safety groups lead to reduction of violence and crimes in communities	Assessment of crime and perception studies	Support to planning and facilitation of setting up the groups Update community safety profiles and plans	State Police; CSOs; UNAMID In kind contribute on from UN staff
Civilian Oversight Mechanisms and collaboration platforms are established (gender mainstreamed)	Sub-national Police, CSOs	No existing institutionalisation of civilian oversight	Civilian oversight mechanism with gender dimension in place that has a positive effect on policing	Data collection of incidents collect by the community oversight mechanism	Civilian Oversight Mechanisms with gender drafted through consultations and workshops x 2	UNDP; CSOs; State Police 5,000
Output 1.4	Human Rights Commission's presence is extended to sub-national level					
Immediate results indicators	Geographic areas and Partners	Baseline data	Final targets	Means of verification	Indicative activities and resources	Responsible Parties Resource USD

<p>Establishment of the Human Rights Commission's office in Darfur and other conflict areas</p> <p>15 per cent increase in human rights mission to deal with gender based violence to Darfur areas</p>	<p>Sub-national Human Rights Commission</p>	<p>No office existing outside of Khartoum</p>	<p>The office functions and handles cases from Darfur</p>	<p>Monitoring in collaboration with the central HR HQ</p>	<p>Training to new staff members Harmonization of HQ and regional offices</p>	<p>UNDP, NHRC</p>	<p>30,000</p>
<p>Increase access to the Human Rights Commission's complaint mechanisms</p>	<p>National/Sub-national Human Rights Commission</p>	<p>Number of cases processed disaggregated by areas and gender</p>	<p>The objective access and knowledge of how to approach the Human Rights commission and make it more accessible.</p>	<p>Monitoring of cases done in collaboration with HR HQ and in collaboration with legal aid providers</p>	<p>Procedures on how to file complaints to the Sudan National Human Rights Commission introduced through training Capacity development programme;</p>	<p>NHRC</p>	<p>20,000</p>

Access to legal aid and protection for vulnerable groups strengthened							
Outcome 2	Geographic areas and partners	Baseline data	Final targets	Means of verification	Indicative activities and resources	Responsible Parties	Resources USD
Overall Outcome indicators: #females and males who have access to legal and judicial services in post crisis settings, disaggregated by sex Women's and girls' rights are protected and promoted in conflict-affected situation	National/Sub-national Ministry of Justice, JCCs, paralegals, lawyers, NGOs	Statistics of citizens receiving legal aid across Sudan	All parts of Sudan have access to legal aid	Statistics collected by CSOs, Lawyers Association, Bar Association	Assessments, surveys training, capacity building, mentoring, publications, course materials, curricula design, materials and hardware, travel.	UNAMID/UNDP; MOJ; JCCs; CSOs	
Output 2.1	Legal aid improved through increase in legal aid providers offering better services and greater access to vulnerable people						
Immediate results indicators	Geographic areas and Partners	Baseline data	Final targets	Means of verification	Indicative activities and resources	Responsible Parties	Resources USD
Mapping and analysis of legal aid providers in Sudan including both formal and independent legal aid providers	National/Sub-national NGOs/CSOs/Lawyers Association	Assessment of current legal aid provision or potential legal aid provision that can back up the formal system	A transparent mapping and assessment/ analysis of legal aid providers in Sudan will help improving policy on legal aid at national and sub-national levels.	National Assessment	Conduct a capacity assessment of existing legal aid providers with gender dimension (including JCCs in Darfur)	Bar Association; UNDP	10,000
# Justice and Confidence Centres provide legal aid to increased # of citizens and particularly to women and youth	Sub-national Ministry of Justice, JCCs, paralegals, lawyers, NGOs	15 existing Justice and Confidence Centres (JCCs): number of cases handled; number of cases successfully processed through courts.	Establish additional JCCs, particularly in Darfur Connect the network of legal aid providers to the Criminal justice forum	Public perception surveys Regular capacity assessments # people receiving legal aid # cases processed	15 existing and 3 new JCCs supported through operational and technical training 3 new JCCs established and operationalized Conduct need assessment to find the training needs for staff responsible for the services to community	UNDP; JCCs, CSOs	60,000
Strong official Network of legal aid providers, including women associations; JCCs operating to reach vulnerable and marginalized groups with	National/Sub-national JCCs; women associations	Existing legal aid providers. Existing networks and collaboration between key	A strong network is able to extend legal aid and monitor the quality of legal aid being given	Increase in # people expressing high confidence in access to legal aid disaggregated by	Training programme provided to paralegals, women associations; lawyers, and Bar association on legal aid at all stages of the criminal justice process	UNDP; JCCs; CSOs;	30,000

monitoring and evaluation systems installed	stakeholders	gender and by state	Supporting the establishment of monitoring mechanisms that can gather data and monitor the legal aid being administered by those affiliated with the network (JCC and beyond)								Responsible Parties	Resources USD
	Independent legal aid providers increase with better capacity including within universities											
Immediate results indicators	Geographic areas and Partners	Baseline data	Final targets	Means of verification	Indicative activities and resources	Responsible Parties	Resources USD					
# of independent legal aid centres with gender focus increased in selected areas, including ran out of universities	Sub-national Legal aid centres, lawyers association, universities	# Cases handled by independent legal aid centres; # legal aid providers; areas within reach of legal aid provision.	Legal aid centres are equipped to provide professional legal aid to vulnerable people populations and particularly to women and children.	Tracking of cases is done through the legal aid network also to ensure compliance with basic legal aid principles	Legal Aid Centres and local organisations receive financial and substantive support through training and policy support to carry out legal aid and dispute resolution and have capacity to refer cases that need legal representation in the formal courts. Universities receive funding to establish legal clinics. # of paralegals and lawyers trained to provide legal aid at all stages of the criminal justice process	Legal networks; UNDP	30,000					
# of legal aid and related access to justice courses/initiatives ran by academic institutions	Ministry of Higher Education, Academic Institutions	Academic institutions in Darfur are ill-equipped and in need for capacity building in aid clinic's support	Number of academic institutions with, courses in legal aid and access to justice, and other relevant access to justice initiatives increased	Work with university on robust oversight mechanism to monitor students offering legal aid as a part of their learning course	Facilitate the establishment of legal aid clinic at University of Darfur Develop the training module and structure for the aid clinic	University of El-Fasher; UNDP	15,000					
All citizens and particularly women groups in targeted areas are aware of the availability of legal aid and their rights to have a fair legal representation – done in collaboration with legal aid providers, CSOs and NGOs	National/ Sub-national CSOs, NGOs, Legal aid centres, lawyers association	Limited number of citizens, networks and other groups aware of legal aid and engaged in rights advocacy and policy change	By raising awareness of legal aid, it is hoped that more people will have better access to justice and fair trial	Perception surveys; number of cases that increase; number of people expressing satisfaction with legal aid options.	Develop and implement an outreach programme on access to justice and legal aid in collaboration with legal aid providers, universities, CSOs and NGOs Awareness raising sessions and role play for members of youth on human rights, human trafficking and other rule of law subjects. Number of NGOs and CBOs	UNDP; CBOs; JCCs	25,000					

								participating in access to justice trainings (at least 2 workshops in each state during project duration)	
Output 2.3									
Legal aid and rehabilitation support extended to detainees during imprisonment as well as post imprisonment									
Immediate results indicators	Geographic areas and Partners	Baseline data	Final targets	Means of verification	Indicative activities and resources	Responsible Parties	Resources USD		
# of legal aid desks established to provide legal aid services to # detainees in selected prisons with a particular focus on female prisons	Sub-national Prison Authorities Legal aid providers, lawyers association	Number of existing legal aid desks in prisons	Establish legal aid desks as an element of the prison administration, in cooperation with prison management in selected prisons in each Darfur state	Monitor the effectiveness of the legal aid desks and handling of cases (monitored by legal aid network)	6 legal aid desk established to provide legal aid services to detainees in 6 Darfur prisons (Shallah Federal Prison in El Fasher; Kheir Khanaga Women Prison in El Fasher; Central Prison in Nyala; Ardamata Prison in El Geneina; Zalingei Prison; and El Daein Prison) Facilitate engagement with existing legal aid network and Sudan Human Rights Commission Provide training for recruited legal aid desk officers and lawyers in the Darfur prisons	UNAMID/UNDP; CSOs; MOI	20,935		
# NGOs provide psychosocial support during and after sentencing to female prisoners	Sub-national Prison authorities, Health actors, NGOs, CSOs	# female prisoners	All female prisoners receive support	NGOs keep records and monitor post prison sentencing	Training to NGOs providing support to inmates	MOI, Prison Administration; CSOs	15,000		
# NGOs provide vocational training and economic empowerment to # females that have served prison sentences to facilitate their rehabilitation	Sub-national Prison authorities, NGOs	# female prisoners	All female prisoners receive vocational training or support that will facilitate their reintegration and economic opportunities after sentencing	NGOs keep records Business incubator and associations structure designed prison rehabilitation department	Support to NGOs offering vocational training schemes in prisons	MOI, Prison Administration; CSOs	25,000		
Output 2.4									
Sudanese Police Force and Community Policing Volunteers increase protection of vulnerable groups and facilitate access to justice									
Immediate results indicators	Geographic areas and Partners	Baseline data	Final targets	Means of verification	Indicative activities and resources	Responsible Parties	Resources USD		
# police officers and CPVs (males and females) trained	National/ Sub-national	Low knowledge of Police officers and	All police officers and CPVs have basic	Course attendance. Assessments.	Need assessment conducted to find the training needs for staff responsible	UNDP/JUNAMID; State Police	25,000		

on Human Rights including knowledge of the rights of people to receive legal aid and fair trial	National and Regional Police.	community volunteers of the justice system and people's rights	knowledge of the justice chain, legal rights and fair procedures		for the services to community Conduct training sessions on community policing with focus on access to justice and human rights. Facilitation and support the conduction of trainings	
Community policing enhanced across selected areas in Sudan with focus on vulnerable communities and women groups	Sub-national Police, MOI, NGOs, CSOs	Police presence; crimes statistics	# communities have active community policing in their areas	CSOs and NGOs work with Police to ensure coverage and monitor police activities and community engagement in their areas	Police and Community Policing Volunteers (CPV) trained in various aspects of law enforcement Procure necessary items for building the capacity of community policing volunteers Oversight mechanisms established in targeted communities done with support of local CSOs and NGOs.	UNDP/UNAMID; MOI; State Police 20,000

Violence Against Women (VAW) is addressed through access to justice, legal advocacy, paralegal services, victims assistance, judicial reform, and awareness-raising within rule of law institutions							
Outcome indicators:	Geographic areas	Baseline data	Final targets	Means of verification	Activities	Responsible Parties	Resources USD
Proportion of women subjected to physical or sexual abuse	National/ Sub-national	Baseline survey, and capacity mapping and indicator study	Increased reporting of cases and eventually reduction in cases with better response and prevention	Survey in collaboration with authorities and CSOs	Assessments, surveys training, capacity building, mentoring, publications, course materials, curricula design, materials and hardware, travel.	UNDP/UNA MID; JCCs; MOI; MOJ; State Police; CSOs; Ministry of Welfare	In kind contribution with UN staf
Output 3.1							
Organizational capacity of women's groups and networks strengthened to advocate for access to justice for women and combatting VAW							
Immediate results indicators	Geographic areas and Partners	Baseline data	Final targets	Means of verification	Indicative activities and resources	Responsible Parties	Resources USD
Selected NGOs form a consortium to coordinate support to women and children throughout the justice chain	Sub-national NGOs, Women groups and associations	Currently there are no such consortiums operating	Stronger mechanisms to refer and service women and children in the justice chain	Monitor the functioning of the justice chain for women and children with the help of NGOs. Observing cases from start to end.	Establishment of the women networks at sub-national level Training to consortium members Facilitation and workshops	UNDP; CSOs	15,000
Strengthening partnership to address gender-based-violence, sexual harassment and discrimination and Gender Mainstreaming strengthened	Sub-national Ministry of Welfare and Social Security, CBOs and CSOs	Lack of communication between justice institutions on issues related women empowerment	Guidelines for the Gender Based Violence Working Group at state level developed	Regular quarterly meetings	Facilitated awareness raising sessions on violence against women and empowerment women x 6	UNDP; JCCs; Ministry of Welfare	15,000
Output 3.2							
The justice sector has improved capacity to address sexual and gender-based violence							
Immediate results indicators	Geographic areas and Partners	Baseline data	Final targets	Means of verification	Indicative activities and resources	Responsible Parties	Resources USD
Response to GBV is institutionalised through a Strategy at national and sub-national levels	National/ Sub-national All relevant Ministries, NGOs	Currently there is very little data on GBV and no processes in the regions to deal with GBV more specifically	Cross ministerial and Civil Society coordination achieved on developing a comprehensive GBV strategy	Strategy implemented	Workshops Training on GBV and SGBV Strategic planning support	Ministry of Welfare; CSOs; JCCs	20,000

Judges, Lawyers and paralegals have better capacity to process GBV cases	National/Sub-national MOJ, Judiciary, Lawyers Association, legal aid providers	Capacity of CBOs/NGOs and other institutions on GBV/SGBV and inadequate intervention on promotion of women's rights limited	Judges, Lawyers and paralegals have better capacity to process GBV cases through informal and formal justice systems that ensures that victims of GBV receive treatment in accordance with the law and basic human rights	Assessments of those going through basic training; surveys done in the system to understand where the capacity gaps and knowledge issues are	Joint training on GBV for key actors at both national and local levels Carry out study in coordination with other stakeholders on key issues related to domestic violence, divorce, SGBV, child abuse and other related issues	Lawyers associations; MOJ; JCCs	40,000
Establish mobile counselling women groups(combined with paralegals and lawyers) for collection of reports on domestic violence	Sub-national NGOs, Lawyers Association, legal aid providers	Very little data available	Establishment of a good data on GBV through mobile counselling	Data analysis and verification done in communities The counselling groups operationalised	Training and workshops Establishment women counseling-advisory group within each localities to support female victims	UNDP/UNA MID	15,000
Output 3.3							
Pilot Family protection units established in selected Police Stations							
Immediate results indicators	Geographic areas and Partners	Baseline data	Final targets	Means of verification	Indicative activities and resources	Responsible Parties	Resources USD
# Gender Based violence strategic plan developed for Police	Sub-national Police, MOI	Establish a data base to facilitate data collection	Police has longer term plan to tackle and reduce GBV and to provide better services to victims of GBV. The plan lays out how collaboration with other actors in the justice chain takes place as well as with health and social support entities.	Strategic plan is implemented that involves better coordination and collaboration with other key stakeholders.	Training/Workshops with major stakeholders from all relevant ministries, and CSOs/women leaders Support to drafting and roll out the plans	UNDP; State Police; MOI	15,000

Coordination implemented that involves all necessary stakeholder relevant to the function of family protection units	Sub-national Police, legal aid providers, relevant Ministries (list them: health, social, interior, justice)	No coordination exists between the key stakeholders	All relevant stakeholders coordination to provide the best services available as well as collect data	Coordination mechanism put in place	Police, Lawyers, Paralegals, Social workers, health workers partake in joint coordination mechanisms to improve the workings of family protection units SOPs developed throughout the justice chain and health and social support.	MOI; JCCs; CBOs; State Police	10,000
Family protection units (consisted minimum 25% female) have qualified staff to support and process effectively victims of GBV	Sub-national Police, legal aid providers, relevant Ministries (list them: health, social, interior, justice)	Staff undergo assessment	Victims of Gender based Violence receive better support and care due to efficient and professional staff in the units.	Family protection units are functional	These are joint training modules but they look at the different aspects of the workings of family protection units <ul style="list-style-type: none"> • SGBV investigations and evidence gathering • Training how to process victims of GBV • Training on psycho social support • Training on dispute resolution (when cases are not raised but police intervenes for prevention purposes) 	UNDP, women groups/CSOs, Ministry of Welfare; JCCs	45,000
Tracking mechanism and data base established to monitor and record SGBV/GBV cases in Darfur	Sub-national Police, MOI	Currently no exist to monitor and record SGBV/GBV cases	Cases handled/processed by State Police in selected state in Darfur	Follow-up mechanism established	Tracking mechanism and data base in one state of Darfur as a pilot developed Trainings to relevant institutions on the use of the tracking mechanism and data base	Ministry of Welfare; State Police; JCCs	30,000
Output 3.4							
Project Management and Operations							
Immediate results indicators	Geographic areas and Partners	Baseline data	Final targets	Means of verification	Indicative activities and resources	Responsible Parties	Resources USD
#National/international project staff recruited #Office equipment procured	Khartoum, Darfur, Abyei	Number of filed visits Monitoring and evaluation mechanism in place	Staff and project operations managed in compliance with UNDP Programme and Operations Policies and Procedures	Annual and Evaluation reports.	Deliver project activities as per AWP Recruitment and remuneration staff as applicable in UNDP policies and procedures; Supervise implementation of activities by the implementing partner Carry out an independent assessment and evaluation of the Project	UNDP	110,000
TOTAL DIRECT COSTS							926,065.00
TOTAL INDIRECT COSTS (GMS)							74,085.00
GRAND TOTAL							1,000,150.00

ANNEX C: ANNUAL WORK PLAN YEAR 2015/16

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1: Improved Justice, Security and Human Rights provided by state actors through more effective, equitable and timely justice and protection services</p>									
<p>Output 1.1: Improved credibility and efficacy of the justice system by ensuring legal representation to citizens in need</p> <p><i>Baseline (2013):</i></p> <p>1.1: No criminal justice forum exists</p> <p>1.2: The strategic plan for judiciary is not updated</p> <p>1.3: Lack of capacity on human rights approach among police, prison staff and judiciary</p> <p>1.4: 30% of people report high confidence in and easy access to rule of law institutions overall; 20% women report high confidence; 22% reported easy access (2013)</p> <p><i>Indicators:</i></p> <p>1.1: # of criminal justice forums established and frequency of meetings</p> <p>1.2: # justice strategy plans roll out for selected justice institutions</p> <p>1.3: # of joint training sessions conducted</p> <p>1.4: # of legal aid provider clients (individual and communities) disaggregated by gender (% of women) assisted with legal aid counselling</p> <p><i>Targets (2014/2015):</i></p> <p>1.1: 1 criminal justice forum established at regional level in Darfur and bi-monthly meetings held</p>	<p>Activity Result 1.1: Criminal justice forum established at regional level in Darfur to identify and discuss criminal justice issues</p> <p><u>Actions:</u></p> <p>Establish a regional criminal justice forum, including membership and structure</p> <p>Facilitate regular bi-monthly meetings of the forum</p>					UNDP, Lawyer's network			20,000
<p>Activity Result 1.2: Strengthened National and Regional strategic planning process in Justice sector institutions</p> <p><u>Actions:</u></p> <p>Design and development the Strategic plans at National and Regional levels</p> <p>Develop and implement formal mechanisms for preparing, adopting and executing budgets of the judicial institutions in Sudan which ensure the independence of the judiciary</p>						UNDP; UNAMID; MOJ, MOI; State Police			39,000

<p>1.2: # of Strategic Plans developed to selected justice institutions</p> <p>1.3: # of paralegals and lawyers trained to provide legal aid at all stages of the criminal justice process; At least 200 cases have been proceeded</p>	<p>Activity Result 1.3: Capacity development programme on human rights approach to police, prison officers, judiciary and paralegals delivered</p> <p><u>Actions:</u></p> <p>Design and implementation of three training modules (tailored to the Justice sector, courts, police and corrections)</p> <p>Pilot of joint training sessions initiated at National and State levels to understand the justice chain</p>	<p>State Prisons Administration, Directorate of Prisons and Reform, Ministry of Interior, UNDP, UNAMID RoL – PAU</p>	30,000
<p>Activity Result 1.4: Legal aid services available to local communities</p> <p><u>Actions:</u></p> <p>Develop a cadre of paralegals and provide trainings on the provision of legal assistance, including mentoring on provision of services in the court hearing</p> <p>Provide individual legal advice to clients who are eligible for legal aid services by UNDP (“the legal aid clients”)</p> <p>Represent the legal aid clients in courts for litigious cases</p>			25,000

<p>Output 1.2: Increased capacity and improved services in the correction system adhering to basic human rights</p> <p>Baseline (2013):</p> <p>1.2.1: # detainees in Darfur identified and in need of training</p> <p>1.2.2: Water supply in prisons inadequate/non-functional</p> <p>1.2.3: No vocational and livelihood skills training workshops in Darfur prisons</p> <p>Indicators:</p> <p>1.2.1: # of refresher courses for GoS prisons officers on human rights approach to prisons management and # of training courses for newly recruited prisons officers for a total of # participants</p> <p>1.2.2: # of water tanks constructed to address water needs of selected prisons</p> <p>1.2.3: # of vocational and livelihood skills training workshops established and type of tools and equipment procured</p> <p>Targets (2014/2015):</p> <p>1.2.1: 6 refresher courses for GoS prisons officers on human rights approach to prisons management and 6 training courses for newly recruited prisons officers conducted in all five Darfur states for 300 participants (25/training course)</p> <p>1.2.2: 1 underground water tank (250,000 liters) and 1 elevated water tank (40,000 liters) constructed at Shallah Federal Prison in El Fasher to address water needs</p>	<p>Activity Result 1.2.1: Enhanced capacity of prison management on human rights and human management</p> <p>Actions:</p> <p>Conduct 6x2-week refresher courses for GoS prisons officers on human rights approach to prisons management and 6x3-week training courses for newly recruited prisons officers in all five Darfur states</p> <p>Develop the training modules and new curriculum</p>	<p>UNDP, Ministry of Justice, JCCs, CSOs</p>		<p>20,000</p> <p>15,000</p>
<p>Activity Result 1.2.2: Prison systems improved by providing humane, safe and secure environments for detainees</p> <p>Actions:</p> <p>Conduct a needs assessment of prisons national and in Darfur</p> <p>Procurement of contracting services to address urgent needs in prisons</p> <p>Construction of water tanks in Shallah Federal Prison to address water needs of the Main Prison, Women Prison and Juvenile Home</p> <p>Conduct capacity development programme to social workers and medical staff</p>		<p>UNAMID; UNDP; MOI; Prison administration</p>		<p>10,130</p> <p>30,000</p> <p>20,000</p>

<p>1.2.3: 6 vocational and livelihood skills training workshops established and tools and equipment for welding and metal works, carpentry, masonry, auto-mechanics, and tailoring procured in 6 Darfur prisons (Shallah Federal Prison in El Fasher; Kheir Khanaga Women Prison in El Fasher; Central Prison in Nyala; Ardamata Prison in El Geneina; Zalingei Prison; and El Daein Prison)</p>	<p>Activity Result 1.2.3: Vocational and livelihood skills training workshops established in Darfur prisons to facilitate reintegration of detainees</p> <p><u>Actions:</u></p> <p>Conduct an assessment of institutional capacities and vocational training and reintegration needs of detainees of prisons in Darfur states (Shallah Federal Prison in El Fasher; Kheir Khanaga Women Prison in El Fasher; Central Prison in Nyala; Ardamata Prison in El Geneina; Zalingei Prison; and El Daein Prison)</p> <p>Establish vocational and livelihood skills training workshop in Darfur prisons and procure necessary tools and equipment</p> <p>Conduct vocational trainings and reintegration activities for detainees</p>		<p>UNAMID; UNDP; MOI; Prison administration</p>		60,000
<p>Output 1.3: Enhanced effectiveness of Police through improved management to offer better services and protection to citizens</p> <p><i>Baseline (2013):</i></p> <p>1.3.1: Limited knowledge of police in strategic planning process</p> <p>1.3.2: No existing institutionalization of civilian oversight</p> <p><i>Indicators:</i></p> <p>1.3.1: #of capacity development trainings conducted to police</p>	<p>Activity Result 1.3.1: Strengthened capacity of Sudan police in the strategic planning process</p> <p><u>Actions:</u></p> <p>Support training and capacity building for planning at regional and the state locality levels</p> <p>Formulation of the strategic plan and linking them to the National plan</p> <p>Establishment of the Police Advisory Committees at state level</p>		<p>UNDP; UNAMID; MOI; State Police;</p>		15,000 5,000


<p>1.3.2: #civilian oversight mechanisms in place</p> <p>Targets (2014/2015):</p> <p>1.3.1: # senior Police management and leadership M/F trained on strategic planning</p> <p>1.3.2: Civilian Oversight Mechanisms Drafted through consultations and workshops x 2</p>	<p>Activity Results 1.3.2: Capacities of GoS, Popular Police and CSOs strengthened to apply the concept of community policing</p> <p><u>Actions:</u></p> <p>Develop and deliver training curriculum on community policing</p> <p>Data collection of incidents collect by the community oversight mechanism</p> <p>Establishment community safety and community policing groups</p> <p>Establishment the Civilian Oversight Mechanisms and collaboration platforms</p>		5,000
<p>Output 1.4: Human Rights Commission 's presence is extended to sub-national level</p> <p>Baseline (2013):</p> <p>1.4.1: 100 complaints received and no data on caseload age</p> <p>1.4.2: No office existing outside of Khartoum</p> <p>Indicators:</p> <p>1.4.1: #of capacity development trainings conducted to Sudan National Human Rights Commission</p> <p>1.4.2: New committee on Darfur established and strategic priorities for Darfur defined</p> <p>Targets (2014/2015):</p> <p>1.4.1: Procedures and steps developed for intake, investigations, referrals, reporting, urgent cases, confidentiality, and systemic cases</p> <p>1.4.2: Special committee on Darfur in place and Strategic priorities for Darfur set</p>	<p>Activity Results 1.4.1: Complaints management infrastructure strengthened</p> <p><u>Actions:</u></p> <p>Establishment and the development of a committee mandate within the SNHRC</p> <p>Procedures on how to file complaints to the Sudan National Human Rights Commission introduced through training and capacity development programme</p>	UNDP, SNHRC, UNAMID	59,000
<p>Sub-TOTAL Output 1:</p>			335,130
<p>GMS (8%)</p>			24,824.44
<p>TOTAL Output 1:</p>			359,954.44

Output 2: Access to legal aid and protection for vulnerable groups strengthened

<p>Output 2.1: Legal aid improved through increase in legal aid providers offering better services and greater access to vulnerable people</p> <p>Baseline (2023): 2.1.1: 30% of people report high confidence in and easy access to rule of law institutions overall; 20% women report high confidence; 22% reported easy access (2013)</p> <p>Indicators: 2.1.1: % of people expressing high confidence in and easy access to rule of law institutions disaggregated by gender disaggregated by state</p> <p>2.2.2: # of legal aid provider clients (individual and communities) disaggregated by gender (% of women) assisted with legal aid counselling</p> <p>Targets (2024/2025): 2.1.1: 50% report high confidence overall; 30% women report high confidence; 30% report easy access. 2.2.2: 300 clients (30% women) assisted with legal aid counselling at the 8 existing JCCs across Darfur</p>	<p>Activity Results 2.1.1: Network of legal aid providers, including JCCs, enhanced to reach vulnerable and marginalized groups</p> <p>Actions: Conduct a capacity assessment of existing legal aid providers (including JCCs in Darfur) Establish additional JCCs, particularly in Darfur Provide continuous support to the JCCs through a grant system and establish three additional JCCs in Darfur.</p> <p>Connect the network of legal aid providers to the Criminal justice forum</p> <p>Support the development of State legal aid criteria through consultations with lawyers' networks, bar associations, private lawyers and community groups.</p> <p>Develop and deliver training programme to paralegals, lawyers, and Bar association on legal aid at all stages of the criminal justice process</p>		<p>UNAMID; UNDP; MOJ; JCCs; CSOs; Bar Association</p>		<p>10,000 60,000 30,000</p>
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<p>Output 2.2: Independent legal aid providers increase with better capacity including within universities</p> <p>Baseline (2013): 2.2.1: No legal aid clinic exist in Darfur 2.2.2: Limited number of citizens, networks and other groups aware of legal aid and engaged in rights advocacy and policy change</p> <p>Indicators: 2.2.1: # of legal aid clinics established in # of universities 2.2.2: # of paralegals and lawyers trained to provide legal aid at all stages of the criminal justice process</p> <p>Targets (2014/2015): 2.2.1: 1 legal aid clinic established in El Fasher University as a pilot 2.2.2: #of NGOs and CBOs participating in access to justice trainings (at least 2 workshops in each state</p>	<p>Activity Results 2.2.1: Institutional bodies for provision of free legal aid in civil and criminal law matters established and providing services</p> <p>Actions: Analyze the established free legal aid system in criminal and civil law matters in terms of the effectiveness and efficiency of the free legal aid system</p> <p>Legal Aid Centers and local organizations receive financial and substantive support through training and policy support to carry out legal aid</p> <p>Support provided to the establishment of legal aid clinics within universities</p> <p>Provide assistance in development the training module and structure for the aid clinic</p> <p>Develop and implementation an outreach programme on access to justice and legal aid in collaboration with legal aid providers, universities, CSOs and NGOs</p> <p>Promote dialogue between communities, civil society, authorities, police and other civilians on human rights issues</p>		<p>Legal networks; UNDP; University of El-Fasher; CSOs</p>		<p>30,000</p> <p>15,000</p> <p>25,000</p>
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<p>Output 2.3: Legal aid and rehabilitation support extended to detainees during imprisonment as well as post imprisonment</p> <p>Baseline (2013):</p> <p>2.3.1: No legal aid desks exist in the selected prisons</p> <p>2.3.2: There is little knowledge on the alternative dispute resolution mechanisms</p> <p>Indicators:</p> <p>2.3.1: # of legal aid desks established to provide legal aid services to detainees in selected prisons</p> <p>2.3.2: # of NGOs and lawyers groups trained on the criminal justice process</p> <p>Targets (2014/2015):</p> <p>2.3.1: 6 legal aid desk established to provide legal aid services to detainees in 6 Darfur prisons (Shallah Federal Prison in El Fasher; Kheir Khanaga Women Prison in El Fasher; Central Prison in Nyala; Ardamata Prison in El Geneina; Zalingei Prison; and El Daein Prison)</p> <p>2.3.2: At least 400 representatives of NGOs and lawyers groups trained on the criminal justice</p> <p>2.3.3: Prison population reduced, particularly minors, through implementation of reintegration programmes</p>	<p>Activity Results 2.3.1: Legal aid desks in prisons in Darfur states established to provide legal aid services to detainees</p> <p>Actions:</p> <p>Establish legal aid desks as an element of the prison administration, in cooperation with prison management in selected prisons in each Darfur state</p> <p>Provide training for recruited legal aid desk officers and lawyers in the Darfur prisons</p> <p>Facilitate engagement with existing legal aid network and Sudan Human Rights Commission</p> <p>Activity Results 2.3.2: Empower civil society in the area of access to justice</p> <p>Actions:</p> <p>Provide support to CSOs and empower victims of crime to access justice through the courts; apply alternative dispute resolution mechanisms at any stage of the criminal justice process</p> <p>Strengthen capacity of lawyers groups and local NGOs to provide legal aid at all stages of the criminal justice process (in particular in police stations on arrest, in prisons and in the lower courts)</p> <p>Support vocational workshops and prison farms</p> <p>Business incubator and associations structure designed at prison rehabilitation departments</p>		<p>UNDP; UNAMID; MOI; State Police; CSOs; Prison administration</p>		20,935
					40,000

<p>Output 2.4: Sudanese Police Force and Community Policing Volunteers increase protection of vulnerable groups and facilitate access to justice</p> <p>Baseline (2013): 2.4.1: Low knowledge of Police officers and community volunteers of the justice system and people's rights 2.4.2: Community Policing Volunteers (CPVs) lacking training and ill-equipped to carry out their function</p> <p>Indicators: 2.4.1: # of Police, CPVs and CSOs trained on community policing 2.4.2: # of Community Policing Volunteers (CPVs) trained in various aspects of community policing and functions of paralegals and equipped</p> <p>Targets (2014/2015): 2.4.1: At least 100 police and 50 CSOs trained on community policing in each state of Darfur 2.4.2: 250 Community Policing Volunteers (CPV) trained in various aspects of community policing and functions of paralegals and equipped with bicycles in all five Darfur states</p>	<p>Activity Results 2.4.1: Community Policing Volunteers (CPV) trained in various aspects of law enforcement and equipped to increase involvement of community police in access to justice</p> <p>Actions: Need assessment conducted to find the training needs for staff responsible for the services to community Conduct training sessions on community policing with focus on access to justice and human rights. Conduct training sessions on community policing and the functions of paralegals for the CPVs in all 5 Darfur states Procure necessary items for building the capacity of community policing volunteers Oversight mechanisms established in targeted communities done with support of local CSOs and NGOs.</p>	<p>UNDP/UNAMID Lawyers associations; Ministry of Welfare; MOJ; JCCs</p>	<p>25,000 20,000</p>
<p>Sub-TOTAL Output 2:</p> <p>GMS (8%)</p> <p>TOTAL Output 2</p>			<p>275,935 22,074,8 298,010</p>

<p>Output 3: Violence Against Women (VAW) is addressed through access to justice, legal advocacy, paralegal services, victims assistance, judicial reform, and awareness-raising within rule of law institutions</p>						
<p>Output 3.1: Organizational capacity of women's groups and networks strengthened to advocate for access to justice for women and combatting VAW</p> <p>Baseline (2013): 3.1.1: NGOs form a consortium to coordinate support to women and children does not exist</p> <p>Indicators: 3.1.1: # of women's networks engaged in rights advocacy and policy change supported</p> <p>Targets (2014/2015): 3.1.1: 10 women's networks engaged in rights advocacy and policy change supported</p>	<p>Activity Result 3.1.1: Existing women group/CSOs engaged in rights advocacy and policy change to combat gender-based violence supported</p> <p>Actions: Establishment of the women networks at state level Development and the implementation of the training programme to women networks Launch public education campaigns on any violence against women and reproductive health Develop and distribute information material on applicable Sudanese laws and rules with a focus on issues, such as, gender equality, SGBV and dissemination at village and state levels</p>				<p>UNDP, women groups/CSOs, Ministry of Welfare and Security (Family and Child department), JCCs</p>	<p>15,000 15,000</p>

<p>Output 3.2: The Justice sector has improved capacity to address sexual and gender-based violence</p> <p>Baseline (2013): 3.2.1: Lack of aggregated data on SGBV/GBV</p> <p>Indicators: 3.2.1: # of SGBV/GBV cases handled/processed by State Police in selected state in Darfur</p> <p>Targets (2014/2015): 3.2.1: 150 cases handled/processed by State Police in selected state in Darfur</p>	<p>Activity Result 3.2.1: Tracking mechanism and data base established to monitor and record SGBV/GBV</p> <p><u>Actions:</u> Development of tracking mechanism and data base at Khartoum and in one state of Darfur as a pilot Provide on-the-job training to relevant institutions on the use of the tracking mechanism and data base Carry out study in coordination with other stakeholders on key issues related to domestic violence, divorce, SGBV, child abuse and other related issues Establish victim counseling services, including legal, medical, trauma/psychological support</p>		<p>UNDP, women groups/CSOs, Ministry of Welfare and Security (Family and Child department), JCCs</p>		<p>20,000 40,000 15,000 15,000</p>
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<p>Output 3-3: Strengthened capacity of the family protection units at state level</p> <p>Baseline (2013): 3-3.1: Police doesn't have gender based violence strategy</p> <p>Indicators: 3-3.1: # of Strategic plans on GBV developed and adopted by State police</p> <p>Targets (2014/2015): 3-3.1: Gender Based Violence Strategy in place, and implemented using innovative approaches</p>	<p>Activity Result 3-3.1: Partnerships to address gender-based-violence and sexual harassment strengthened</p> <p>Actions: Provision of support in the drafting and development of the GBV strategic plan Training programme conducted on the process of the development strategic plans Family protection units are established and functional Joint training modules developed for family protection units on: - SGBV investigations and evidence gathering - how to process victims of GBV - on psycho social support - on alternative dispute resolution mechanisms</p>	<p>Ministry of Welfare and Security (Family and Child department), JCCs</p>		<p>15,000 15,000 10,000 45,000</p>	
<p>Sub-TOTAL Output 3:</p> <p>GMS (8%)</p> <p>TOTAL Output 3</p>				<p>205,000 16,400 221,400</p>	
<p>Output 4: Project management and operations</p> <p>Baseline (2014): 4.1/4.2: No baseline data available since new project</p> <p>Indicators: 4.1: # of staff recruited/assigned to the project 4.2: # and type of office equipment</p> <p>Targets (2014/2015): 4.1: 3 national project staff recruited (NOBs) 4.2: Necessary office equipment procured</p>		<p>Activity Result 4.1: Project management and operations established</p> <p>Actions: Deliver project activities as per AWP Recruitment and remuneration staff as applicable in UNDP policies and procedures; Supervise implementation of activities by the implementing partner Carry out an independent assessment and evaluation of the Project</p>	<p>UNDP</p>		<p>110,000</p>

Sub-TOTAL Output 4:	110,000
GMS (8%)	8,800
TOTAL Output 4	118,800
TOTAL DIRECT COSTS	926,065
TOTAL INDIRECT COSTS (GMS)	74,085
GRAND TOTAL	1,150,000