I. General Information

Project Name:	Strengthening the Capacity of Sudan National Human Rights Commission
Project Duration:	June 2012 – December 2016
Thematic Area:	Governance and Rule of Law
Atlas Project Number:	00083649

II. AWP Preparation

AWP for year:	2014		
Project Board endorsement of AWP scheduled for:	February 2014		
Prepared by Project Manager:	Yousif Ahmed	_(signature)_	10/02/2014
	Name	Signature	Date
Verified by Programme Officer:	Noha Abdelgabar	_(signature)_	10/02/2014
	Name	Signature	Date
Approved by Unit Head:	Surayo Buzurukova	_(signature)_	10/02/14
	Name	Signature	Date
Comments:			

III. AWP Review

Items Checked	Yes	No	N/A
1. Consistent with approved AWP template	x		
2. Cross-cutting principles are addressed in the project strategy (gender equality, capacity development, conflict sensitivity)	x		
3. Outputs are consistent with the project document/previous AWP	x		
4. Baselines are updated taking into consideration progress of previous year	x		
5. Annual targets are clear and achievable	x		
6. Implementing Partners and Responsible Parties are specified correctly	x		
7. Budget details are entered correctly	x		
8. Funding sources are in line with donor agreements and requirements	x		
9. Budget lines for Support to Field Offices and GMS (7%) are included correctly	x		
10. If budget higher than available funds, prioritized AWP is included in the annex	x		
11. AWP has been reviewed by OSD (SAPS & CPRM)	x		

Cleared by OSD Team Leader:	_(signature)_	12/02/2014	
	Name	Signature	Date
Approved by CD	Yvonne Helle _(signature)_		
	Name	Signature	Date

STRENGTHENING THE CAPACITY OF THE SUDAN NATIONAL HUMAN RIGHTS COMMISSION ANNUAL WORKPLAN 2014

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Project Title:	Strengthening the Capacity of the Sudan National Human Rights Commission
SP Outcome	Outcome 2: Citizen Expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.
Expected UNDAF/CPAP Outcome(s):	Outcome 6: People in Sudan are protected under an enabling environment that guarantees rule of law, basic rights and fundamental freedoms.
Expected Output(s) related to 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.
Project Expected Output(s):	Output 1: Preparatory Work for Planning, Project Management, Governance, Finance supported Output 2: Development of Infrastructure and ICT supported Output 3: Organizational Development strengthened Output 4: Complaints Management Infrastructure strengthened Output 5: Engagement in Darfur supported
Project Duration:	June 2012 - December 2016
Overall Project Budget:	USD 1,500,000.00
Project Budget for 2014:	USD 918,000.00
Funds Available for 2014:	USD 100,000.00
Implementing Partner:	UNDP, OHCHR
Responsible Parties:	Sudan National Human Rights Commission (SNHRC), CSOs

Endorsed by:
Jorg Kuhnel,
Head, UNDP OSD

Signature:

Date: 10/02/2014

Approved by:
Yvonne Helle
UNDP Country Director

Signature:

Date: 20/2/14

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I. Project Overview

1. Project Background

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

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

In Sudan, the creation of a NHRI was stipulated both in the Comprehensive Peace Agreement (CPA) and the Interim National Constitution in 2005. Article 2.10.1.2 of Chapter II (Power Sharing, 2004) of the CPA encourages the establishment of a NHRI. The NHRI received constitutional status under the Interim National Constitution of the Republic of Sudan (arts. 48, 142). In 2009, the National Assembly passed the *National Human Rights Commission Act, 2009* (the *NHRC Act*). In January 2012, the National Human Rights Commission (SNHRC) was formally established by a presidential decree in January 2012. This development was welcomed by a resolution of the UN Human Rights Council on 15 October 2012.

A capacity assessment of the Commission, facilitated by UNDP, was conducted in September 2013, which led to the development of a 5-year strategic plan for the Commission, finalized in December 2013. The Capacity Assessment Report reveals a relatively weak enabling environment for the Commission to function. In particular, results of the CAR show that the institutional capacity of the Commission is limited by severe financial constraints, weak infrastructure, and lack of human resources. Lack of funding and approvals from the government have prevented the Commission from hiring staff or proceeding with its own programming in any significant way. With the exception of the Commissioners and the Secretary General, it lacks managers, professional, and technical staff.

2. Project Rationale

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

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

Indeed, the importance and relevance of UNDP's technical assistance support to strengthen the capacity of the SNHRC has been underscored in the recent report of the Independent Expert on the situation of human rights in the Sudan from September 2013. By also encouraging other members of the international community to engage with the SNHRC, the report states "there is a need for continued support to the Commission, either through funding from UNDP or through direct bilateral assistance to the Commission from other donors to improve its effectiveness."[1]

3. Project Objectives

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

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

4. Project approach

This project is a continuation of a UNDP initiative launched as a Project Initiation Plan (PIP) in 2012 with the same main technical assistance and capacity building objective. The results of the capacity assessment, the strategic planning process and the lessons learnt during the implementation of the project in the year 2013, suggest the need for a reorientation of this Project to provide stronger support for institutional infrastructure and organizational development *before* full-scale human rights programming is undertaken. By taking this

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

strategic path, the project ensures that the Commission is supported in carrying out its mandate and develops the capacity to deliver increasingly effective human rights programming, but at the same time, by preventing it from being thrown into challenging circumstances without the knowledge, infrastructure, planning, security and materials it requires to respond effectively.

The project proposes a **three-phased approach** to support the SNHRC through outputs organized across three phases of development, supporting the transition from direct implementation to national implementation. The project document is aligned with the *5-year Strategic plan* of the Commission to ensure accountability and effectiveness of the intervention. This project proposes 11 outputs for the project duration of three years (2014 – 2016). While the first Outputs 1 - 5 are planned under Phase I – *and are therefore the focus of the Annual Work Plan 2014* - Outputs 6 – 11 will be implemented between 2015 and 2016. Certain outputs and activities planned for Phase I (2014) will carry over into or overlap with Phase II (2015 – 2016), but since they depend on events that are highly uncertain, there is no visibility now as to their likelihood or potential costing. The three phases include:

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

    Output 1: Preparatory Work for Planning, Project Management, Governance, Finance supported
    Output 2: Development of Infrastructure and ICT supported
    Output 3: Organizational Development strengthened
    Output 4: Complaints Management Infrastructure strengthened
    Output 5: Engagement in Darfur supported

- **Phase 2: Capacity Development (2015 – 2016):** Phase II builds on the foundations established in Phase I, and expands human rights programming. In the second phase, Commission members and staff obtain knowledge, skills and working tools required for them to carry out human rights promotion and protection activities effectively.

    Output 6: Delivery of Targeted Training and Professional Development supported
    Output 7: Case Management, Investigations and Monitoring strengthened
    Output 8: Delivery of Public Education and Outreach Programs supported
    Output 9: International Cooperation strengthened
    Output 10: Provision of Advice and Assistance to government supported
    Output 11: Commission's Knowledge Management Framework implemented

- **Phase 3: Growth and Expansion (2017 – 2019)** In the third phase, the Commission develops and enhances its capacity to handle complaints in a professional and effective manner, deliver substantial public education and awareness programs, and issue well-developed publications and reports. The Commission expands its regional presences to other conflict areas or regions and develops specialized programming in selected thematic areas. This phase is tentative only and is not developed in this Project document.

5. Contribution to outcomes of UNDP CPAP and SP

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

Therefore, the project contributes to the UNDAF/CPAP Outcome 6: People in Sudan are protected under an enabling environment that guarantees rule of law, basic rights and fundamental freedoms; as well as CPAP Output 6.1: Justice institutions, including customary and traditional justice and security systems at state/ local levels are strengthened to provide effective, equitable and timely justice/ protection services in line with international standards.

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

6. Main Partners

The project's main national counterpart and implementing partner is the Sudan National Human Rights Commission. The project will also support a range of CSOs, as appropriate.

The UNDP is a lead agency in supporting NHRIs worldwide, along with the OHCHR at the international level. It is important for other UN agencies, to strengthen engagement with NHRIs in achieving common goals. Their participation brings a clear comparative advantage in terms of expertise and synergies. In Sudan, other UN entities that are engaged in this process include UNAMID, with respect to programming in Darfur, for instance, and UN Women, as well as UNICEF, and the UNHCR on the protection of refugees and displaced persons, especially in Darfur and the Protocol Areas. The diversity of mandates of the UN system is a source of strength for the benefit of NHRIs and helps to bring together the range of analytical, normative and technical expertise of the UN family in support of the Commission. The UNCT role is especially helpful in relation to sector working groups. In conflict and post-conflict scenarios, the UN, as an impartial actor, has a comparative advantage, along with national governments and civil society, to address prevention concerns jointly and to create a space for the development of an NHRI to ensure that programmes are designed and implemented with a view to conflict prevention and enhancing the promotion and protection of human rights. Therefore, the Project proposes partnerships with:

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

A resource mobilization strategy will be developed. There is a growing interest of donors to support the SNHRC.

During the capacity assessment and strategic planning process, contact with selected donors have been initiated and discussions are ongoing. International donors are invited to participate in specific outputs or activities that are relevant to their strategic priorities (through a UNDP pool fund).

7. Key Achievements 2013

This project is a continuation of a UNDP initiative launched as a Project Initiation Plan (PIP) in 2012 with the same main technical assistance and capacity building objective. Key achievements and Results in 2013 included:

Firstly, in the year 2013, UNDP has provided basic infrastructure, including equipment and furniture, to the SNHRC Secretariat in Khartoum, recognizing that start-up infrastructure assistance is critical for newly established institutions.

Secondly, UNDP supported the SNHRC in organizing a series of human rights awareness workshops at state level and a human rights forum at Khartoum-level to sensitize the people of Sudan, including relevant stakeholders from government and civil society about the SNHRC's role and mandate.

Thirdly, UNDP organized a study tour for seven Commissioners to visit the National Human Rights Council in Morocco to gain experience and best practices from a long-established and influential human rights institution in the Arab region.

Finally, UNDP has engaged in a comprehensive and participatory capacity assessment/ development and strategic planning process with the SNHRC in the second half of the year 2013. In September 2013, as mentioned above, a capacity assessment of the Commission was conducted, identifying the SNHRC's main capacity gaps and needs. It serves as a basis for the drafting of a 5-year Strategic Plan for the Commission, completed by end of 2013. A "high-level" planning tool, the strategic plan, finalized in December 2013, sets out the Commission's vision, strategic priorities and objectives for the coming years and contains the Commission's human rights priorities, and for engaging with the Sudanese people, communities and vulnerable groups.

II. Annual Work Plan 2014

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Preparatory Work for Planning, Project Management, Governance, and Finance Supported **Indicators** 1.1: SP finalized and launched through public event with # individuals invited from stakeholders, community, international government and # copies disseminated 1.2: Extent of proposed changes to NHRC Act and government practices 1.3: Extent to which SNHRC committee mandates are updated and Regulation for Formation of Committees modified, as required 1.4: Negotiations initiated with government through at least # of meetings and MoU with ACHR signed 1.5: # and type of project staff recruited **Baseline (2013)** 1.1: NHRC capacity assessment and draft strategic plan completed 1.2: NHRC Act in force (2009), stipulating independence for SNHRC, but limits independence in several respects (see CAR) 1.3: 12 internal committees established under Regulations for Formation of Committees and Identification of Their Terms of	**Activity Result 1.1: Strategic Plan Finalized and launched** - Action: Finalize Strategic plan - Action: Launch plan (event) - Action: Event report prepared	X X X				UNDP, SNHRC	Country Co-financing TRAC	International Consultant Workshop Printing/translation and distribution	25,000 5000 1500
	Activity Result 1.2: Project Management Team established - Action: Contract and ToRs - Action: Recruit Project Manager (P2) - Action: Recruit Institutional Development Advisor - Action: Project equipment procured	X X X X	X X X X	X X X	X X	UNDP	Country Co-financing TRAC Donor Consortium	Salary P2 PM National Staff Salary Consultancy (IDA) Travel Equipment Common Services	110,000 30,000 150,000 5,000 5,000 18,000
	Activity Result 1.3: Institutional independence and pluralism strengthened - Action: Support the SNHRC to submit to State requesting amendments to NHRC Act - Action: Support the SNHRC to file Request to GoS to improve appointment process, gender equity in appointments - Action: Support the SNHRC to file Request to GoS to clarify authority, provide credentials, to inspect/monitor detention facilities	X	X	X	X	SNHRC, GoS UNDP (support as required)	See Activity Result 1.2	N/A	N/A
	Activity Result 1.4: Financial sustainability strengthened - Action: Initiate consultation process with State officials to obtain budget support for full staffing, basic activities - Action: Organize at least 2 meetings with donors to seek partnerships, additional budget support	X	X	X	X	SNHRC, GoS UNDP	Country Co-financing TRAC	Meetings and incidentals	1000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Reference and proposed draft modifications to Committee mandates prepared for Commission under SP 1.4: Overlap in responsibilities with	**Activity Result 1.5: Internal regulatory framework strengthened** - Action: Support the amendment of internal regulations and committee mandates to reflect policy, oversight role of commissioners		X	X		SNHRC UNDP (PM/IDA)	See Activity Result 1.2	N/A	N/A

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
ACHR (complaints mechanism) resulting in lack of clarity regarding respective roles 1.5: 1 national Rule of Law officer and 1 international UNV form project team. *Targets (2014)* 1.1: Strategic plan approved, launched in at least one public meeting with stakeholders, international government, community and at least 100 copies of plan distributed to stakeholders, government, and international community. 1.2: Amendments to NHRC Act/or improved arrangements for institutional independence and appointments, including improved transparency and gender equity for commissioner appointments, ability to approve organizational structure and recruit staff 1.3: Internal regulations and committee mandates reviewed and amended aligned with the SP and reflect appropriate governance role for commissioners, i.e., oversight, policy, community liaison 1.4: Working group established to negotiate and sign MoU to clarify roles and responsibilities between SNHRC and ACHR through at least two meetings 1.5: 1 Project Manager (PM) for full term of project and 1 Institutional Development Advisor (IDA) recruited	**Activity Result 1.6: negotiations for the Development of MoU with ACHR facilitated** -Action: Create working group to undertake structured negotiations -Action: At least 2 meetings with ACHR, MOJ and relevant parties to negotiate agreement to delineate respective roles and responsibilities		X	X	X	SNHRC, UNDP, MoJ (ACHR)	UNDP donors, TBD	Meeting costs and incidentals Publication and dissemination of agreement, if reached	2,000 2,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Q1	Q2	Q3	Q4	RESPONSIBLE PARTY	Funding Source	Budget Description	Amount
			TIMEFRAME					PLANNED BUDGET	
Output 2: Development of Infrastructure and ICT Supported	**Activity Result 2.1: Accessibility and Sustainability of SNHRC premises strengthened**						Country Co-financing	International/national Consultant Renovations (current and/or additional premises)	25,000 100,000
Indicators	- Action: Recruit experts/consultant for needs assessment with respect to planned staff accommodation, accessibility, security, energy efficiency			x	x	UNDP	TRAC	Translation	1000
2.1: Degree of adequate, accessible and secure premises to accommodate and equip all staff recruited according to Paris Principles and universal standards	- Action: Conduct needs assessment regarding current premises and/or additional premises, as required for full staffing complement			x	x	SNHRC	Donors		
2.2: Extent to which feasibility study on capital building project addresses LEED standards or equivalent (adapted regional African context) and meets universal design principles	-Action: Conduct required renovations			x	x				
2.3: # vehicles procured and extent to which internal controls/procedures are drafted	**Activity Result 2.2: Feasibility Study for Building Project supported**	x					Country Co-financing	International/national Consultant (Feasibility study for Capital building project)	30,000
2.4: Extent to which ICT plan is developed and # computers and related software, including networking, available for planned staffing complement	- Action : Confirm title to land plot		x			SNHRC	TRAC	Printing/Publication/translation	2000
	- Action: Initiate discussions with potential donors to explore feasibility of an willingness to fund project			x	x	UNDP	Donors		
Baseline (2013)	- Action; prepare ToRs for consultant to undertake feasibility study, incorporating environmental sustainability standards, security standards and accessibility/universal design			x	x				
2.1: Leased premises of SNHRC Secretariat inadequate for planned staffing levels, not adequately accessible	*(NB: capital building project to be incorporated into Phase II or III, pending progress on access to land, and funding)*								
2.2: SNHRC's current premises are rented, on a short term (1-year) lease and inadequate for planned recruitment levels, but SNHRC has been granted the use of a plot of land for future development by the GoS	**Activity Result 2.3: Development of Security Plan supported**		x	x	x	SNHRC	Country Co-financing	International/ national Consultant (fees, travel)	25,000
	- Action: Recruit experts						TRAC	Printing/Publication/translation	2000
2.3: Transportation inadequate, Commission has 2 four-wheel	- Action: Survey premises and information systems, identify risks and areas of priority			x	x	UNDP	Donors		
	- Action: Draft security plan according to generally accepted security standards			x	x				

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Q1	Q2	Q3	Q4	RESPONSIBLE PARTY	Funding Source	Budget Description	Amount
vehicles, I motorcycle 2.4: Current ICT infrastructure inadequate (approx. 5 desktop computers, 2-3 Photocopiers, basic telephone services in HQ, no server or networking, limited internet access)	**Activity Result 2.4: Additional vehicles acquired** - Action: Assess needs - Action: Procurement/RFP as required - Action: Develop internal controls and procedures for vehicle use/fuel consumption - Action: Procurement/purchase vehicles		X	X X	X X	UNDP/ SNHRC	Country Co-financing TRAC Donors	Vehicles Fuel and maintenance (annualized)	150,000 5,000
Targets (2014) 2.1: Adequate, secure and accessible premises for all staff according to Paris Principles and universal standards 2.2: Feasibility study on capital building project developed incorporating appropriate security standards, accessibility and environmental sustainability standards 2.3: At least 2 additional vehicles appropriate for monitoring in the field procured and internal policies for vehicle usage, maintenance, and controls for fuel consumption in place 2.4: ICT plan in place that ensures that all staff are equipped and that connects ITC planning with HR planning and digital security	**Activity Result 2.5: ICT Infrastructure developed** - Action: recruit consultant - Action: undertake needs assessment - Action: Procurement of ICT infrastructure - Action: Install ICT infrastructure, test equipment		X X	X X X X	X X	UNDP, SNHRC	Country Co-financing TRAC Donors	International/national Consultant Equipment Installation/Construction	15,000 50,000 10,000
Output 3: Organizational development strengthened *Indicators* 3.1: Extent to which SNHRC can approve own organizational chart; 3.2: # staff recruited, gender equity standards met based on Human Resources plan developed	**Activity Result 3.1: Approval Process for the Organizational Structure supported** - Action: Support SNHRC in negotiation with GoS to secure authority to approve organizational chart - Action: Finalize organizational chart and get approval from GoS	X	X	X	X	SNHRC, UNDP (PM/IDA)	See Activity Result 1.2	N/A	N/A

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Q1	Q2	Q3	Q4	RESPONSIBLE PARTY	Funding Source	Budget Description	Amount
3.3 # human rights trainings held for # Commissioners, # new staff and # volunteers based on participatory, ToT methodology	**Activity Result 3.2: Human Resources Planning developed and 1st wave of recruitment implemented**		X				Country Co-financing	International/National Consultant Recruitment	14,000
3.4 Extent to which training plan is based on experiential, participatory model, progressive and phased, building on previous training and based on a "whole organization" perspective	- Action: Consultant for drafting HR plan recruited			X	X	UNDP (IDA, PM), SNHRC	TRAC		5,000
	- Action: Draft HR Plan			X	X		Donors		
3.5 % of staff who respond in evaluations that training is directly relevant to their jobs	- Action: Advise SNHRC in staff selection for hiring priority, advertise positions			X	X				
3.6 Extent to which admin policies and operational policies cover all areas of SNHRC operations	- Action: Provide support to SNHRC in Recruiting management and key staff								
Baseline 2013:	**Activity Result 3.3. Comprehensive training plan and curriculum completed**		X				Country Co-financing	International/national Consultant (needs assessment)	10,000
3.1: Revised Organizational chart drafted but not yet approved by Office of President	- Action: Recruit consultant			X	X	UNDP (IDA, PM) SNHRC	TRAC	International Consultant (Training plan, curriculum development	20,000
3.2: 15 Commissioners appointed, 12 committees formed; no staff (technical or professional) hired on permanent basis, no human rights plan	- Action: undertake needs assessment			X	X		Donors	Printing and Publication /translation	5000
	- Action: Develop training plan, curriculum and training materials developed for entire training program over a three-year period								
3.3: 15 Commissioners received basic human rights training (Swiss and UK Embassy) and Study tour for 7 Commissioners to NHRC in Morocco	**Activity Result 3.4: Volunteer Program developed**		X				Country Co-financing	Transportation, Per diem,	5,000
3.4: No training plan and curriculum exists	- Action: Identify areas where volunteers can assist in an appropriate and secure manner		X	X	X	SNHRC/ UNDP (HR Consultant)	TRAC	Equipment for training	5000
3.5: No relevant baseline exist – training has not yet started	- Action: Draft pilot program, assess feasibility		X	X			Donors	Printing/Publication/Training	1000
	- Action: select volunteers and implement pilot project								
	- Action: Volunteers participate in training, as appropriate								

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
3.6: Administrative policies partially established, but not finalized *Targets (2014)* 3.1: Organizational Chart approved 3.2: First wave of staffing completed, with recruitment undertaken in a competitive, open and transparent process: 15 staff recruited and HR plan prepared 3.3: At least 1 human rights training held for all Commissioners, 15 staff and 5 volunteers based on participatory, ToT methodology and 4 human rights trainings for members of the Commissions Darfur Committee and for staff who will be dedicated to the work of this	**Activity Result: 3.5. Delivery of Introductory Human Rights Training I supported** - Action: Recruit training experts - Action: Training to be designed/delivered based on training plan and materials developed in 3.3 - Action: Deliver training on Role of NHRI, Principles of Human Rights and Major International Human Rights Treaties and Sudan Bill of Rights - Action: Engage CSOs in training, as appropriate - Action: deliver updated training materials - Action: evaluate training		X X	X X X X	X X X X	UNDP, OHCHR, UNAMID	Country Co-financing TRAC UNAMID	Experts/training/workshops Facilitation costs	10,500 2000

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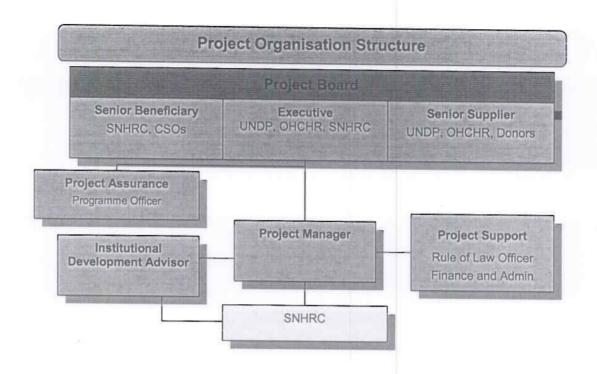| EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
committee 3.4: Training plan is based on experiential, participatory model, progressive and phased, building on previous training and based on a "whole organization" perspective 3.5: 80 % of staff who respond in evaluations that training is useful and directly relevant to their jobs 3.6: Admin policies and operational policies cover all areas of SNHRC operations, as well as basic protection and promotion work	**3.6. Administrative and operational Policies established** Action: Key admin policies are identified, developed and implemented, including: - financial management & controls - purchasing and procurement - internal communications and correspondence - vehicle management - human resources - security, including internal travel authorizations - ICT policies, online use, digital security - Action: recruit specialist in organizational training/public administration - Action: train appropriate staff on administrative policies (coordinate with ICT specialist regarding training required on software for specialized positions) - Action: Identify, develop and implement Key operational policies with regard to protection and promotion of human rights are identified, developed and implemented *(see results of resources framework and narrative section for further details)*	X	X	X	X	UNDP (IDA, PM), SNHRC	Country Co-financing TRAC Donors	Expert in Public Admin Training, Facilitation Printing/Publication/translation	5,000 5,000 2000
	Activity Result 3.7: Development of Knowledge management Plan supported - Action: Recruit consultant - Action: Develop comprehensive list of KM requirements; coordinate with ICT planning consultants and with development of complaints management system (next section) - Action: coordinate with ICT planning with regard to information management requirements, strengthening of website		X	X	X	UNDP (IDA, PM) SNHRC	Country Co-financing TRAC Donors	International/National Consultant	10,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 4: Complaints management infrastructure strengthened	**Activity Result 4.1: Development of Sound Case Management Governance supported**						See Activity Result 1.2	N/A	N/A
	- Action: Modify mandate of complaints committee to provide for role of investigation staff		X	X		UNDP (IDA), SNHRC			
Indicators:	- Action: Classify position of Registrar		X	X					
4.1: Mandate of Complaints committee reviewed/modified (See output 1.5) and Job classification of secretary reclassified as Registrar	**Activity Result 4.2 Case management procedures and workflow design strengthened**		X	X			Country Co-financing	International/national Consultant	20,000
4.2: Extent to which workflow design for Case management is completed for entire lifecycle of complaints	- Action: Recruit consultant		X	X			TRAC	Training/workshop	10,000
	- Action: Design CM workflow			X	X	UNDP (IDA), SNHRC	Donors	Print/Publication/Material/training	5000
4:3: Progress on development of operational policies for complaints management established	- Action: Produce Standard letters and templates			X	X				
	- Action: Develop Training materials			X	X				
4.4: Caseload age and # of cases processed, appropriately dismissed	- Action: Deliver training on case management				X				

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
or referred elsewhere on a preliminary basis for jurisdictional reasons	**Activity Result 4.3: Feasibility study on Automation of Case Management System conducted**						Country Co-financing	International /national Consultant	5000
4.5: Feasibility study developed/finalized on viable options for automated CM system	- Action: Recruit consultant				X		TRAC		
	- Action: develop Needs analysis				X		Donors		
Baseline (2013):	- Action: prepare template RFP based on workflow design, operational policies				X				
4.1: Complaints Committee established and has begun working, but administrative staff acts as intake officer and registrar	- Action: develop options and recommendations for automated system with costing				X				
4.2: Rudimentary case intake process with approx. in, but no investigation staff									
4.3: No complaints management manual							UNDP(IDA), SNHRC		
4.4: 100 complaints received and no data on caseload age									
4.5: No automated case management system in place									
Targets (2014):									
4.1: Complaints committee assumes oversight and governance role; position of registrar established									
4.2: Complaints management process flow is designed for entire case management life cycle									
4.3: Procedures and steps developed for intake, investigations, referrals, reporting, urgent cases, confidentiality, and systemic cases									
4.4: Average age of caseload is 1 year or less									
4.5: Automated Caseload feasibility study finalized									

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Q1	Q2	Q3	Q4	RESPONSIBLE PARTY	Funding Source	Budget Description	Amount
Output 5: Engagement in Darfur supported	**Activity Result 5.1: Committee on Darfur established**		X	X	X		See Activity Result 1.2		N/A
Indicators	Action: Support the development of a committee mandate within the SNHRC								
5.1: New committee on Darfur established and strategic priorities for Darfur defined							N/A		
5.2: # workshops on joint human rights cooperation framework conducted									
5.3: # of meetings of Darfur human rights forum						UNDP, SNHRC			
5.4: # of meetings of State human rights sub-forums at the local level to address key human rights concerns									
Baseline (2013):	**Activity Result 5.2: Development of targeted programming for Darfur supported**			X	X		Country Co-financing	Workshops, meetings	9000
5.1: DDPD stipulates that the SNHRC will be funded to establish office(s) in Darfur, but no current capacity to establish a state offices	Action: Workshop on joint human rights cooperation framework;						TRAC		
5.2: No engagement of SNHRC in joint human rights cooperation framework	Action: Organize meetings of the Darfur Human Rights Forum with the Government of the Sudan, the Advisory Council for Human Rights in Darfur, the National Human Rights Commission, the diplomatic community, United Nations agencies and civil society organizations;			X	X		UNAMID		
5.3: No meetings of the Darfur Human Rights Forum took place with SNHRC participation									
5.4: No systematic engagement or activities in Darfur	Action: Conduct meetings of State human rights sub-forums at the local level to address key human rights concerns			X	X	UNDP, SNHRC, UNAMID			
Targets (2014)									
5.1: Special committee on Darfur in place and Strategic priorities for Darfur set									
5.2: 1 workshop on joint human rights cooperation framework									
5.3: 2 meetings of the Darfur Human Rights Forum with Gos, ACHR, SNHRC, donors, UN agencies, CSOs									
5.4: 12 meetings at the local level to address key human rights concerns	:								

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4	Funding Source	Budget Description	Amount
SUBTOTAL								918,000.00
GMS 7%								
Security 2%								
Communication 1%								
Total								918,000.00

III. Project Management Structure

Project Organisation Structure

Project Board

Senior Beneficiary	Executive	Senior Supplier
SNHRC, CSOs	UNDP, OHCHR, SNHRC	UNDP, OHCHR, Donors

Project Assurance
Programme Officer

Institutional Development Advisor

Project Manager

Project Support
Rule of Law Officer
Finance and Admin

SNHRC

IV. Project Board Structure

1) Project Board Composition

Role	Representing Institution	Individuals
1. Executive (represents project ownership)	UNDP, OHCHR, SNHRC	- The Chairperson of the SNHRC (Chair) - UN Country Director or designate;
2. Senior Supplier (represents the interests of the Parties concerned with providing funding and/or technical expertise to the project)	UNDP, OHCHR, Donors	- A representative of the Project donors (to be nominated by the donors); - Representative of OHCHR
3. Senior Beneficiary (represents the interests of those who will ultimately benefit from the project)	SNHRC, CSOs	- Secretary General of the SNHRC Commissioner nominated by the Chairperson of the SNHRC - A CSO representative, as nominated by CSOs [TBD]

2) Planned Meeting Schedule for 2014

Date	Venue	Purpose
February (exact date tbc), Project Board Meeting	Sudan National Human Rights Commission Secretariat	Updates on 2013 and discussing 2014 AWP
Meetings to be scheduled every three months		

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V. Updated Risk Log

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgmt response	Owner	Submitted, updated by
1	State refuses to permit SNHRC to exercise operational independence	During capacity assessment	Operational/Strategic	Operational and mandate Restrictions would hamper the SNHRC's capacity and the likelihood of ICC accreditation. P =3, I = 4.	In the short term, the SNHRC could manage issues related to its operations by hiring project staff in lieu of salaried employees. However, this is not a long term solution. Other aspects of independence should be managed on an ongoing basis as part of ongoing relationship with executive authority within reasonable limits	Program Manager	UNDP advisor
2	Donors fail to come forward to support the Commission	During the capacity assessment	Strategic	Since the project is in start up and donor assistance is critical, this is an area requiring close attention. P =2, I = 5	Several of the projects identified are flexible and should be modified or reconfigured to address donor concerns provided that high live objectives regarding protection and promotion of rights remain in place.	Program Manager	UNDP advisor
3	ACHR refuses to agree to negotiations or to develop an MOU	During the preparation of the project proposal	Operational/Strategic	There is no direct impact on the SNHRC's operations, although there are long term resource and reputational issues. . P =4, I = 2	SNHRC should continue its effort but should also launch a publicity campaign to clarify its mandate	Program Manager	UNDP staff developing proposal
4	Political instability in target areas, notably Darfur	During the preparation of the project proposal	Political	This would delay or stall the implementation of the project in affected target communities. especially as regards resurgence of conflict in Darfur P =4, I = 2 (Darfur)	The project is will not have a physical presence in Darfur until after the first three years. For example, public education and state visits should be rescheduled or relocated to more stable areas in Phase II. If the security situation requires halting implementation of the project, outreach can be shifted to other conflict states where there are serious rotation issues. .	Program Manager	UNDP staff developing proposal
5	Delays in recruitment of project staff and	During the lifetime of the	Operational	This would delay implementation of the project in the short term.	While some backstopping may be possible, an overall shifting of timelines would be preferable	Program Manager	Project Manager,

	Commission staff	project		In the longer term, lack of staffing will affect institutional viability. P=3, I=3	to unreasonable or overly stressful workloads		UNDP CO
6	Lack of coordination of project elements that should be develop in specific sequence	During Phase I	Operational	This could create disruption in operations if, for example, staff are recruited before there is office space or equipment P=2, I=4	Careful planning of project sequencing should eliminate this risk, by ensuring that premises and equipment issues are well in hand before job offers are made.	Program Manager	Project Manager, UNDP CO

VI. Quality Management for Project Activity

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

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

OUTPUT 1: Preparatory Work for Planning, Project Management, Governance, Finance Supported		
Activity Result 1.3 (Atlas Activity ID)	Institutional independence improved	Start Date: Q1 End Date: Q2
Purpose	To strengthen the institutional autonomy of the Commission in order to enable it to perform its functions and comply with the Paris Principles	
Description	- Action: Submission to State requesting amendments to NHRA Act - Action: Request to GoS to improve appointment process, gender equity in appointments - Action: Request to GoS to clarify authority, provide credentials, to inspect/monitor detention facilities	

Quality Criteria	Quality Method	Date of Assessment
Extent of Commissioner autonomy to make internal decisions regarding organizational chart, release of reports and hiring staff	Verify legislative amendments or administrative authorizations received from the office of Pres.	Q4

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

Activity Result 1.4 (Atlas Activity ID)	Financial sustainability strengthened	Start Date: Q1 End Date: Q4
Purpose	To ensure that state provides to NHRI adequate funding for offices and staff, in compliance with the Paris Principles and that potential donors are aware of the commission's programming and have the opportunity to participate in supporting the institution	
Description	Action: Initiate consultation process with State officials to obtain budget support for full staffing, basic activities - Action: Organize at least 2 meetings with donors to seek partnerships, additional budget support	

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

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

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

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

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

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

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

OUTPUT 2:	Development of Infrastructure and ICT Supported	
Activity Result 2.1 (Atlas Activity ID)	Development of adequate, accessible and sustainable premises supported	Start Date: Q3 End Date: Q4
Purpose	To provide premises that can adequately accommodate planned staffing levels, and to ensure security for staff, information systems and premises, as well as accessibility for persons with disabilities	
Description	- Action: Recruit experts/consultant needs assessment with respect to planned staff accommodation, accessibility, security, energy efficiency - Action: Conduct needs assessment regarding current premises and/or additional premises, as required for full staffing complement - Action: Conduct required renovations	

Quality Criteria	Quality Method	Date of Assessment
Compliance with needs assessment; Compliance with universal design standards; compliance with generally accepted security standards	Human resources plan, security audit, compliance with accessibility plan	Q4 *Phase II (re-accessibility)*

OUTPUT 2:	Development of Infrastructure and ICT Supported	
Activity Result 2.2 (Atlas Activity ID)	Feasibility Study for Building Project	Start Date: Q1 End Date: Q4
Purpose	To progress towards autonomy for the Commission's operations	
Description	- Action : Confirm title to land plot - Action: Initiate discussions with potential donors to explore feasibility of an willingness to fund project - Action; prepare ToRs for consultant to undertake feasibility study, incorporating environmental sustainability standards, security standards and accessibility/universal design	

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

OUTPUT 2:	Development of Infrastructure and Operations Supported	
Activity Result 2.3 (Atlas Activity ID)	Development of Security Plan supported	Start Date: Q2 End Date: Q4
Purpose	To ensure that the commission's physical premises and information systems are secure, with particular regard to the appropriate levels of security for a human rights institution	
Description	- Action: Recruit experts - Action: Survey premises and information systems, identify risks and areas of priority - Action: Draft security plan according to generally accepted security standards - Action: Implement priority areas (note that this must be undertaken in coordination with 2.1)	

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

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OUTPUT 2: Development of Infrastructure and Operations Supported		
Activity Result 2.4 (Atlas Activity ID)	Additional vehicles acquired	Start Date: Q3 End Date: Q4
Purpose	To ensure that protection and promotion staff, including monitoring staff are able to undertake public education events, monitoring missions, and investigate human rights complaints	
Description	- Action: Assess needs - Action: Procurement/RFP as required - Action: Develop internal controls and procedures for vehicle use/fuel consumption - Action: Procurement/purchase vehicles	
Quality Criteria # and types of procurements	**Quality Method** Verify Compliance with UNDP procurement standards	**Date of Assessment** Q4

OUTPUT 2: Development of Infrastructure and Operations Supported		
Activity Result 2.5 (Atlas Activity ID)	ICT Planning and Procurement completed	Start Date: Q3 End Date: Q4
Purpose	To ensure that all Commission staff and commissioners have appropriate ICT, are properly network and can ensure the security of their data	
Description	- Action: Recruit consultant - Action: undertake needs assessment - Action: Tenders/RFP if required - Action: Procurement - Action: Install , test equipment	
Quality Criteria - # computers and related software, including networking, available for planned staffing complement - - # and type of project procurement	**Quality Method** Testing and maintenance with supplier	**Date of Assessment** Q4

OUTPUT 3: Organizational Development Strengthened		
Activity Result 3.1 (Atlas Activity ID)	Support Approval of Organizational Chart	Start Date: Q1 End Date: Q4
Purpose	To ensure that the Commission has institutional autonomy as per the Paris Principles, and can improve own organizational chart	
Description	- Action: Complete organizational structure, reporting lines - Action: Commission enters into negotiations with GoS to secure approval to modify own org chart, if required. - Approve chart	
Quality Criteria Extent to which Commission can approve own org chart without government approval.	**Quality Method** Routine verification at Project Board	**Date of Assessment** Q4

OUTPUT 3: Organizational Development Strengthened		

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

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

OUTPUT 3: Organizational Development Strengthened

Activity Result 3.3 (Atlas Activity ID)	Comprehensive Training Plan and Curriculum completed	Start Date: Q2 End Date: Q4
Purpose	To ensure that Commission staff and commissioners receive appropriate, targeted training that is based, to the extent possible, on experiential methodologies and ToT techniques	

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

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

OUTPUT 3: Organizational Development Strengthened

Activity Result 3.4 (Atlas Activity ID)	Volunteer Program Developed	Start Date: Q2 End Date: Q4
Purpose	To support the commission's operational activities in appropriate areas, well	

	providing young professionals and volunteers with relevant job experience and professional development	
Description	- Action: Draft pilot program, assess feasibility - Action: Identify areas where volunteers can assist in an appropriate and secure manner - Action: Volunteers participate in training, as appropriate -Action: select volunteers and implement pilot project	

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

OUTPUT 3: Organizational Development Strengthened

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

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

OUTPUT 3: Organizational Development Strengthened

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

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

Quality Criteria	Quality Method	Date of Assessment
- # admin policies covering all areas	verification and review of all policies	Phase II

of work

- # operational policies covering all areas of NHRI protection and promotion
- # staff trained
- training materials developed for each module
- extent to which routine areas of administration can be automated

OUTPUT 3: Organizational Development Strengthened

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

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

OUTPUT 4: Complaints management infrastructure strengthened

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

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

OUTPUT 4: Complaints management infrastructure strengthened

Activity Result 4.2 (Atlas Activity ID)	Case Management Procedures and Workflow Design strengthened	Start Date: Q2 End Date: Q4

Purpose	To develop and codify clear steps for the process of case management throughout the lifecycle of the complaint	
Description	- Action: Recruit consultant - Action: Design CM workflow - Action: Standard letters and templates drafted - Action: Training materials developed - Action: Training delivered	
Quality Criteria	**Quality Method**	**Date of Assessment**
- Case management workflow design completed, with indicators and timelines for each stage - # of cases appropriately dismissed or referred elsewhere on a preliminary basis for jurisdictional reasons - Age of caseload - Documentation support for case management processes in place	Routine verification at Project Board of complaints committee data	quarterly

OUTPUT 4: Complaints management infrastructure strengthened

Activity Result 4.3 (Atlas Activity ID)	Study on Feasibility of automating case management conducted	Start Date: Q4 End Date: Q4
Purpose	To establish a systematic governance structure for case management through entire lifecycle of complaints, is consistent with principles of effective human rights protection	
Description	- Action: Recruit consultant - Action: develop Needs analysis - Action: prepare template RFP based on workflow design, operational policies - Action: develop options and recommendations for automated system with costing	
Quality Criteria	**Quality Method**	**Date of Assessment**
- Complaints management process flow is designed for entire case management life cycle - Procedures and steps developed for intake, investigations, referrals, reporting, urgent cases, confidentiality, systemic cases	Routine verification at Project Board Evaluation of Complaints management system	Q4

Output 5: Engagement in Darfur supported

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

	- Action: 12 meetings of State human rights sub-forums at the local level to address key human rights concerns

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

ANNEX

Prioritized AWP 2014:

Due to the fact that available funds fall short of covering all AWP activities, priority will be giving to the following results activities:

Outputs	Activity Results
Output 1: Preparatory Work for Planning, Project Management, Governance, and Finance Supported	Activity Result 1.1: Strategic Plan Finalized and launched Activity Result 1.2: Project Management Team established Activity Result 1.3: Institutional independence and pluralism strengthened Activity Result 1.4: Financial sustainability strengthened Activity Result 1.5: Internal regulatory framework strengthened Activity Result 1.6: Negotiations for the Development of MoU with ACHR facilitated
Output 2: Development of Infrastructure and ICT Supported	Activity Result 2.5: ICT Infrastructure developed
Output 3: Organizational development strengthened	Activity Result 3.1: Approval Process for the Organizational Structure supported Activity Result 3.2: Human Resources Planning developed and 1st wave of recruitment implemented Activity Result 3.3. Comprehensive training plan and curriculum completed Activity Result: 3.5. Delivery of Introductory Human Rights Training I supported
Output 4: Complaints management infrastructure strengthened	Activity Result 4.1: Development of Sound Case Management Governance supported Activity Result 4.2 Case management procedures and workflow design strengthened
Output 5: Engagement in Darfur supported	Activity Result 5.1: Committee on Darfur established Activity Result 5.2: Development of targeted programming for Darfur supported

UNDP Sudan – Country Office

Project Checklist: Alignment with the new SP

Project Name:	Strengthening the Capacity of the Sudan National Human Rights Commission
Project Atlas ID:	00083649
Project Manager:	Yousif Ahmed

Areas	Elements of project alignment (please specify based on explenations in annex 1)	Rating scale (1-5)[1]
1. Improvement in targeting priority (groups and locations)	• Designed to target extreme poor based on the national poverty line (trying to reform policies, laws and institutions with the explicit aim of directly benefiting the extreme poor). • Designed to target women (trying to reform policies, laws and institutions with the explicit aim of directly benefiting women). • Designed to target priority group "youth" (trying to reform policies, laws and institutions with the explicit aim of directly benefiting youth). • Programme portfolio is building national capacities to measure, use and disseminate statistics on human rights, and rule of law • Geographically, in any area (national) • Meet the development needs of women, youth, people affected by HIV/AIDS and conflict affected.	3
2. "Promotes the change" and Increases scale of results priority	• The Portfolio consist interventions that reach a significant proportion of the poorest, women, female-headed households and youth at national or sub national (trying to reform policies, laws and institutions with the explicit aim of directly benefiting these groups at scale). • The Portfolio contains pilots to test new concepts or ideas, for future scaling up or replication. • The Portfolio drawn on the knowledge, lessons learned and expertise gained so far.	3
3. Increase voice and participation	• The Portfolio explicitly support participation of poor and excluded groups in Social dialogue processes (for example, periodic public consultations/forums, referenda, focus groups/opinion polls, civil society councils and other development processes supported by UNDP. • The portfolio brought about the new voice and participation interventions which can be carried out to bring the current programme portfolio into closer alignment with the new Strategic Plan.	3
4. Building socio-economic-environmental resilience	•	N/A
5. South-South and Triangular Cooperation	• The portfolio supports countries to distill knowledge on what has worked and what hasn't in SS&T cooperation, together with information on who is involved and what they can offer to your host country partners? • Enables harmonization of policies, legal frameworks and regulations to increase opportunities for South-South exchanges • Deeper cooperation with emerging partners on shared development priorities • Included practical actions to improve knowledge sharing and advanced work on capacity development; • Showed consistency in results' formulation and monitoring; • Continued development of common measures of programmatic and operational effectiveness to strengthen on-going assessment of system-wide impacts.	3
6. Preparedness for change	• The portfolio is significantly prepared, to implement the project/s, ready to start new areas of work, higher visibility with existing partners, and better coordination arrangement with other UNCT entities, ready for new partnerships with civil society & private sectors, sensitized for additional resources mobilized for existing areas of work.	4

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[1] 1= Weak alignment; 2=Somewhat alignment; 3= Good alignment; 4= Very good alignment. Please add "N/A" if not applicable.

Annex 1. Critera of alignment by area

Areas	Criteria of alignment
Improvement in targeting priority (groups and locations)	• Designed to target extreme poor based on the national poverty line (e.g. through jobs, cash payments for work or access to services and natural resources or trying to reform policies, laws and institutions with the explicit aim of directly benefiting the extreme poor). • Designed to target women (e.g. through jobs, social protection or trying to reform policies, laws and institutions with the explicit aim of directly benefiting women). • Designed to target "female-headed households", (eg; through delivering direct development benefits to female-headed households or trying to reform policies, laws and institutions with the explicit aim of directly benefiting female-headed households). • Designed to target priority group "youth" (eg; through delivering direct development benefits to youth such as leadership training, employment or trying to reform policies, laws and institutions with the explicit aim of directly benefiting youth). • Programme portfolio is building national capacities to measure, use and disseminate poverty statistics, social development statistics such as health, education, nutrition, water and sanitation, supporting national statistical capacity, socio-economic-environmental statistical capacities, etc- please add) • Geographically, in any area (national, and subnational) • Meet the development needs of women, youth, people affected by HIV/AIDS and conflict affected. • Needy populations affected by climate change, environmental degradation, etc. • New areas or locations introduced based on needs.
"Promotes the change" and Increases scale of results priority	• The Portfolio consist interventions that reach a significant proportion of the poorest, women, female-headed households and youth at national or sub national (eg; through jobs, cash payments for work or access to services and natural resources or trying to reform policies, laws and institutions with the explicit aim of directly benefiting these groups at scale). • The Portfolio contains pilots to test new concepts or ideas, for future scaling up or replication. • The portfolio is piloting concepts or ideas, in the scope of the new Strategic Plan (eg; use of sustainable production technologies, urban or peri-urban interventions, new ways to improve citizen security) • The Portfolio drawn on the knowledge, lessons learned and expertise gained so far.
Increase voice and participation	• The Portfolio explicitly support participation of poor and excluded groups in Social dialogue processes (for example, periodic public consultations/forums, referenda, focus groups/opinion polls, civil society councils and other development processes supported by UNDP. • The portfolio support formal and informal partnerships for example, quotas for SMEs in government procurement, citizen oversight or social control of public decision-making and/or resources (for instance, citizen audits/scorecards, participatory planning/budgeting and other development processes, UNDP's own project management activities for programme design, implementation, monitoring and/or evaluation, UNDP's publications advisory mechanisms, etc). • The portfolio brought about the new voice and participation interventions which can be carried out to bring the current programme portfolio into closer alignment with the new Strategic Plan.
Building socio-economic-environmental resilience	• The portfolio explicitly support action to assist the country or the next tier down (e.g. provinces, regions or districts) to...underlined issues on risks management (through assessment, regular update, preventive and/or preparedness measures for affected populations, development of key institutions for risk management). • The portfolio identify social, economic, security and environmental risk exposure of the priority groups in the new Strategic Plan (the poorest, women, female-headed households and youth)? • The portfolio indicated risks management through assessment of risks and hazards, changes in key policies, planning and investment frameworks, and through improved coordination of effort across government, preventive and/or preparedness measures for affected populations (eg; access to information for affected populations, contingency planning, and development of key institutions for risk management, or other means – please add). • The portfolio promotes access to information that enhances the capacity of vulnerable, marginalized and excluded groups and communities to manage risks (for example, helping poor farmers to access and share information on weather predictions and crop prices; building community capacities for monitoring disaster risk, etc)
South-South and Triangular Cooperation	• The portfolio supports countries to distill knowledge on what has worked and what hasn't in SS&T cooperation, together with information on who is involved and what they can offer to your host country partners? • Enables harmonization of policies, legal frameworks and regulations to increase opportunities for South-South exchanges • Provides strategic funding and technical cooperation from a variety of sources, in order to build the capacity of programme countries to implement South-South cooperation, manage the 'start-up' costs of collaboration and finance the scaling-up of promising ideas. • Increased scale and effectiveness of UNDP's engagement with South-South and triangular cooperation

	●	The portfolio is prepared for substantive risk management or political risk that might cause difficulties in targeting new and/or prioritising specific groups and locations;	
	●	The portfolio ensures that staff works together in multidisciplinary / multidimensional teams.	
	●	The Portfolio building on synergies on issues related to publications, partnerships,	
	●	Clear exist strategy.	
7. Office capacities to implement the new Strategic Plan	●	The portfolio builds on the data collection and analysis capacities staff is in line with the increased requirements represented by the new Strategic Plan's Results and Resources Framework.	3
	●	The portfolio plan to address existing limitations and close capacity gaps with regard to data collections and analysis capacities needed to implement the project with the operating context.	
	●	The portfolio indicated limitations, gaps and challenges with regard to operation and management capacities.	
	●	Highlighted assistance required to address existing limitations and close capacity gaps with regard to staff substantive knowledge needed for running the portfolio.	
	●	The portfolio underscored the plans to address existing limitations and close capacity gaps, with regard to office risk management capacities needed to implement the new Strategic Plan within the context.	
Overall rating			(3)

Comments: The Project Document contributes to the new SP outcome number 2.

Submitted by: **Project**

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→ *See Annex 1 for explenations on each area of alignment.*