

Strengthening the Capacity of the Sudan National Human Rights Commission

Annual Report 2013



Participants at Human Rights Forum, November 2014. Caption: UNDP Sudan

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Acronyms

ACHR	Advisory Council for Human Rights
CAR	Capacity Assessment Report
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CM	Case management
CP	Civil and political (rights)
CPD	Country Programme Document
CPAP	Country Programme Action Plan
CSO	Civil Society Organization
DDPD	Doha Document for Peace in Darfur
ESC	Economic, social and cultural (rights)
GoS	Government of Sudan
HRE	Human rights education
ICC	International Coordinating Committee for National Human Rights Institutions
ICCPR	International Covenant on Civil and Political Rights
ICT	Information, Communications, and Technology
IE	Independent Expert
MOU	Memorandum of Understanding
NAP	2013-2023 National Action Plan for the Protection and Protection of Human Rights
NHRC Act	<i>National Human Rights Commission Act, 2009</i>
NIA	National institutions advisor
NGO	Nongovernmental Organization
NHRI	National Human Rights Institution
OHCHR	Office of the High Commission for Human Rights
PAF	Project Activity Framework
SG	Secretary General
SNHRC	Sudan National Human Rights Commission
SP	Strategic Plan
ToRs	Terms of reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNHCR	United Nations High Commissioner for Refugees
UNAMID	United Nations Mission in Darfur
UNICEF	United Nations Children’s Fund

I. Executive Summary

Context and key developments

Independent National Human Rights Institutions (NHRIs) are crucial components of a country's democratic governance environment for the promotion and protection of human rights. In Sudan, the creation of a NHRI was stipulated both in the Comprehensive Peace Agreement and the Interim National Constitution in 2005. In 2009, the National Assembly passed the National Human Rights Commission Act. Finally, the Sudan National Human Rights Commission (SNHRC) was established by a presidential decree in 2012 and 15 Commissioners were appointed.

Based on UNDP's significant experience in supporting NHRIs worldwide, UNDP has launched a project to provide capacity building and technical support to the newly established SNHRC in 2012. The objective of the project is support the Commission in the development of its operational, technical and legal capacities in order to become a cornerstone within Sudan's national human rights protection system and to function in compliance with the Paris Principles - a set of international standards which frame and guide the work of NHRIs.

In 2013, the project 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. Also, the project has provided training for Commissioners, including a study tour to visit the National Human Rights Council in Morocco, a well-established human rights institution in the Arab region (output 1).

Further, UNDP supported the SNHRC in organizing a series of 6 human rights awareness workshops at state level (South Darfur, South Kordofan, Blue Nile and Red Sea) and a human rights forum at Khartoum-level ("Protection and Promotion of Human Rights is our collective Responsibility") to sensitize the people of Sudan to their universal rights and to inform about the SNHRC's role and mandate. Overall, a total of 545 (301 male / 244 female) representatives from the Government of Sudan, civil society organizations, law enforcement, media, and academia and people of Sudan have engaged in substantive human rights debates (output 2).

UNDP has engaged in a comprehensive and participatory capacity assessment/ development and strategic planning process with the SNHRC during the year 2013. The capacity assessment identifies the SNHRC's main capacity gaps and needs and serves as a basis for the recently finalized 5-year Strategic Plan for the Commission. The Strategic Plan, a "high-level" planning tool, sets out the Commission's vision, strategic priorities and objectives for the coming years. The Strategic Plan will be launched in the first quarter of 2014, after final revision and formal adoption by the Commission, and is aligned with the new project document 2014 – 2016 (output 2).

Progress against outcomes

The project contributes to the advancement of CPAP/UNDAF Outcome 6: People in Sudan are protected under an enabling environment that guarantees rule of law, basic rights and fundamental freedoms. By building the capacity of the SNHRC to become a strong component of Sudan's democratic governance environment for the promotion and protection of human rights, the project mainly contributes to CPAP Output 6.1.: Justice institutions including customary and traditional justice and security systems at state/local level equipped to provide effective, equitable and timely justice/protection services in line with international standards.

However, taking into account the challenging human rights context in Sudan, as well as the only very recent establishment of the Commission, effective contributions at outcome level cannot be measured yet. Indeed, experience from other countries has shown that establishing fully-functioning NHRIs, compliant to the Paris Principles, is a long-term process. Nonetheless, during the reporting period, the Commission has demonstrated repeatedly its commitment to fulfill its core mandate, namely enhancing the promotion and protection of human rights in Sudan.

Actions undertaken by the Commission, which contribute to the CPAP outcome/output mentioned above, have included: Strong stand against the closure of the 5 NGOs in late 2012; Issuing a strong but balanced statement condemning the violence and the excessive use of force committed by security forces as a response to public demonstrations in September 2013; Engagement in constructive dialogue with relevant Government organs and agencies, including the judiciary, the Ministry of Internal Affairs, the Constitutional Court and NSS, on different human rights concerns such as press censorship, political detentions and the effect of the application of the 2010 National Security Act on the enjoyment of human rights in the country; Visits in Darfur, South Kordofan and Blue Nile states to gather information on human rights; Designing of a complaints mechanism and receipt and handling of 94 cases in 2013, mostly in respect of the operations of state security organs; and carrying out a series of forums and workshops intended to disseminate human rights awareness.

Key challenges and risks

The major challenges and mitigating actions during the year 2013 were:

- ❖ Weak enabling political, legal and economical environment for the Commission to function effectively, including lack of political support to the SNHRC to execute its mandate;
- ❖ The institutional capacity of the Commission is limited by severe financial constraints, weak infrastructure, and lack of human resources/staff;
- ❖ Security situation, especially in the Three Areas and Darfur;
- ❖ Overlapping of the respective roles of the SNHRC and the Advisory Council for Human Rights (ACHR), of the Ministry of Justice, especially regarding duplication of complaints mechanisms;
- ❖ Unfamiliarity of SNHRC with UNDPs administrative, financial and reporting requirements.

Due to the aforementioned challenges, some project activities have experienced delays. Overall, the implementation of project activities has however progressed according to the Annual Work Plan, with some corrections. Most notably, the decision needed to be made in course of the reporting period to postpone the planned establishment of four regional offices for the Commission at state level. This decision was based on a recommendation in the capacity assessment report, highlighting that unless the Commission's Secretariat in Khartoum is well established, properly staffed and functioning, the set-up of regional offices is premature. Further, the SNHRC have received training from UNDP staff on UNDP administrative, financial and reporting standards, which has had a positive impact project delivery during the reporting period.

Expenditure update

In the year 2013, the project has expended **260,937.04 USD (92.5 %)** out of the budget programmed in the annual work plan of **282,000.00 USD** this year (period covered for financial update in this report is from January to December 2013).

Recommendations (for decision-making purposes)

- The further planning and implementation of the project to strengthen the capacity of the SNHRC (new project document 2014 - 2016) will need to be closely aligned with the 5-year Strategic Plan of the Commission, in order to ensure accountability and effectiveness of the intervention.
- The future project needs a reorientation to provide stronger support for institutional infrastructure and organizational development *before* full-scale human rights programming is undertaken. A key recommendation therefore is to set up a phased-approach for the project, with a first phase (2014) focusing on infrastructure support and organizational development, followed by a second phase (2015 – 2016) aiming for strong capacity development and substantive human rights programming. Such an approach will support both increasing national ownership and sustainability.
- The project should be more closely coordinated with the UNDP *Supporting the Implementation of the UPR recommendations* project. Although the Commission is not a principal state actor engaged in the implementation of the UPR, as an NHRI, it has a role in monitoring the implementation of the UPR recommendations. Coordination between the ACHR, the inter-ministerial committee mandated to coordinate the implementation of the UPR recommendations, and the Commission should be strengthened.

II. Introduction

Background for Project Rationale

The creation of a national Human Rights institution in Sudan was stipulated both in the Comprehensive Peace Agreement and the Interim National Constitution of the Republic of Sudan. The Parliament passed the Act to establish a National Human Rights Commission (SNHRC) in Sudan in December 2008 and on May 2009, the President of the Republic of Sudan signed the NHRC Act into law. On January 2012, a presidential decree was issued appointing the 15 Commissioners of the SNHRC. The article 9 of The Human Rights National Commission Act, 2009 provides that the Commission cooperates with the United Nations Organizations, its specialized agencies, regional Institutional Human Rights Centers, NGOs and similar institutions in the field of human rights. The establishment of SNHRC provides an upward opportunity for human rights redress in Sudan, as human rights institutions are important components for the promotion and protection of human rights in any country.

Main objectives and outcomes expected as per the CPAP

The Overall Goal of this Project is to:

- Support the Sudan National Human Rights Commission in the development of its operational, technical and legal capacities in order to become a cornerstone within Sudan's national human rights protection system.

The Main Objectives of this Project are to:

- Support the Sudan National Human Rights National Commission to function in line with the Paris Principles and reflecting regional and international best practices in promotion and protection of human rights in Sudan;
- Support the Human Rights Administration and Management at national and state levels to promote and protect the rights of ordinary Sudanese, especially women, youth, children and the vulnerable;
- Develop research, information and referral mechanisms for SNHRC to reach out and benefit ordinary Sudanese throughout the country without discrimination;
- Strengthen the capacity of SNHRC, at the national and the state levels, to promote and protect human rights through policy reform;
- Provide well coordinated technical assistance, operations and project management.

In addition, the objectives of the project correspond with:

- CPAP OUTCOME 6: People in Sudan are protected under an enabling environment that guarantees the rule of law, basic rights and fundamental freedoms;

And:

- CPAP OUTPUT 6.1: Justice Institutions including customary and traditional justice and security systems at state/local level equipped to provide effective, equitable and timely justice/protection services in line with international standards.

Policy and Programme Context

As part of the UNDP Governance and Rule of Law programme, this project links with other projects in the field of human rights/rule of law, especially the Support the implementation of Sudan's Universal Periodic Review recommendations. The project aims to support Civil Society organizations. Since the closure of the United Nation Mission in Sudan (UNMIS) in 2011, there has been no established forum for donor coordination in the field of rule of law and human rights. Furthermore, there is no UN Human Rights focal point in-country, and the Office of the High Commissioner for Human Rights (OHCHR) has only recently established a representation in Sudan, Darfur (El-Fasher). UNDP has so far been the only international agency implementing a technical assistance programme with the SNHRC. However, other international actors, including the Swiss and the UK Embassies, have been supporting the Commission with targeted capacity building trainings and workshops. The EU uses its Human Rights dialogue instrument in bilateral meetings with the Commission. There is a growing interest within the

donor community to start supporting the SNHRC. The project will initiate contact and develop working partnerships and coordination with relevant actors to facilitate exchange and engagement in capacity building support for the Commission.

Project Approach

The project works towards ensuring that the structural, governance guidelines and policies for functioning the Commission / Secretariat are developed in line with international standards. A capacity assessment will be conducted for the Commission to identify the existing strengths and gaps so as to develop a policy /Strategic Plan for the Commission on how to effectively respond to its areas of mandate.

It is envisaged that training will constitute a significant capacity development activity including exposure to national human rights institutions in other countries with emphasis on substantive areas of the Commission's human rights work, in particular promotional mandate (good practices in public education, advice and assistance to government, development of reports, etc) and protection mandate (investigation, effective complaints handling strategies, monitoring etc). Priorities for equipment support to facilitate the Commission institutionalization shall be determined in conjunction with the Commissioners and consideration of the national budget allocations especially in its set up phase. Technical assistance for the Commission shall include supporting training in a variety of areas both relating to the substance areas (human rights themes) as well as specialized training to carry out specific functions including financial administration, IT, case handling, legislative review, case management system, investigation techniques etc, organizational management and administration, the drafting of internal rules and procedures.

In addition to material support, a newly established human rights institution always benefits from exposure to regional and international best practice early on. It is important that contact with relevant actors is established to facilitate exchange in the establishment phase, which would ideally continue in the years to come. It is, in particular, the National Institutions and Regional Mechanisms Section at the United Nations Office of the High Commissioner for Human Rights and the International Coordinating Committee of National Human Rights Institutions, as well as leading national human rights institutions in the region that are in a position to make available the expertise the Commissioners need to build a strong, independent and credible human rights institution in Sudan.

Project Management and Monitoring and Evaluation (M&E)

According to the management arrangements, the Project is overseen by the Rule of Law Programme Officer and implemented by a Project Manager and Rule of Law Officers. The position of the Project Manager is still vacant. For the time being, the project is implemented by a national and an international Rule of Law Officer, acting under the overall guidance of UNDP Senior Management, the Head of the Governance and Rule of Law Unit as well as the Rule of Law Programme Officer.

In addition, UNDP employs a multi-faceted approach to monitoring and evaluation, with a timeframe set and stipulated in the institutional arrangements. An Annual Project Work Plan is prepared by the Regional Office in consultation with the project stakeholders. The Annual Work Plan generally serves as a planning, coordination and monitoring tool. Findings and "lessons learned" are also used to revise the project's logical framework. Day-to-day management of the project is the responsibility of UNDP staff.

III. Progress Review: Key Activities and Results, January – December 2013¹

Section 1: Overall progress against outcomes

The project contributes to the advancement of **CPAP/UNDAF Outcome 6: People in Sudan are protected under an enabling environment that guarantees rule of law, basic rights and fundamental freedoms.**

By building the capacity of the SNHRC to become a strong component of Sudan's democratic governance environment for the promotion and protection of human rights, the project mainly contributes to **CPAP Output 6.1.: Justice institutions including customary and traditional justice and security systems at state/local level equipped to provide effective, equitable and timely justice/protection services in line with international standards.**

However, taking into account the challenging human rights context in Sudan, as well as the only very recent establishment of the Commission, effective contributions at outcome level cannot be measured yet. Indeed, experience from other countries has shown that establishing fully-functioning NHRIs, compliant to the Paris Principles, is a long-term process. Nonetheless, during the reporting period, the Commission has demonstrated repeatedly its commitment to fulfill its core mandate, namely enhancing the promotion and protection of human rights in Sudan.

Actions undertaken by the SNHRC, which contribute to the CPAP outcome/output mentioned above, have included: Strong stand against the closure of the 5 NGOs in late 2012; Issuing a strong but balanced statement condemning the violence and the excessive use of force committed by security forces as a response to public demonstrations in September 2013; Engagement in constructive dialogue with relevant Government organs and agencies, including the judiciary, the Ministry of Internal Affairs, the Constitutional Court and NSS, on different human rights concerns such as press censorship, political detentions and the effect of the application of the 2010 National Security Act on the enjoyment of human rights in the country; Visits in Darfur, South Kordofan and Blue Nile states to gather information on human rights; Designing of a complaints mechanism and receipt and handling of approx 100 cases in 2013, mostly in respect of the operations of state security organs; and carrying out series of forums and workshops intended to disseminate human rights awareness among relevant government bodies, law enforcement institutions, lawyers, civil society organizations, the judiciary, and the general public.

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."² Also, the Independent Expert states in his report, that he "remains convinced of the important role of the National Commission for Human Rights (NCHR) in improving the human rights situation in the Sudan."³

¹ Due to the fact that available funds fall short of covering all AWP activities, priority was given to the following results activities: Output 1: Activity 1: Procure and provide equipment to SNHRC Secretariat at national and State levels; Output 2: Activity 2: Conduct Capacity Assessment to enable SNHRC to establish priorities and strategic plan for promotion and protection of human rights across Sudan; Activity 3: Support the establishment of four National Human Rights Commission offices and at State levels and Activity 4: 4. Organise Human Rights Outreach awareness, education, advocacy programmes, targeting community, government officials at the national and the State levels; Output 5.

² 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.

³ Report of the Independent Expert on the situation of human rights in the Sudan, 18 September 2013, Human Rights Council, 24th session, A/HRC/24/31, para. 58.

Section 2: Progress against each output

Project Output 1: The Sudan Human Rights National Commission (SNHRC) supported to function in line with Paris Principles and Internationals Norms and Standards.		
Output indicators	Targets	Progress against targets
SNHRC offices functioning and operational at the national and state levels	Baseline (2012): 0 % of Secretariat operational and functional AWP Target: SNHRC structures and Secretariat equipped and furnished at national and state level	Reporting period: 70% of SNHRC Secretariat furnished and equipped
# of Commissioners aware of Paris Principles and international human rights instruments	Baseline (2012): No clear baseline (approximation: commissioners disposed of low awareness of international human rights norms and standards) commissioners) AWP Target: 15 Commissioners are aware of human rights	Reporting Period: 15 Cumulative Total: 100 % of 15 Commissioners
# of SNHRC's laws and policies aligned with International Norms and Standards	Baseline (2012): 0 AWP Target: 4	Reporting Period: 4 (including complaints and investigations procedures, SNHRC Charter, draft regulations for SNHRC committees, internal regulation procedures)

Key Activities and Results

Recognizing that start-up infrastructure is essential for newly established institutions, the SNHRC Secretariat in Khartoum was provided with office equipment and furniture during the reporting period. In particular, support included: office furniture; computers, printers and TV; communication and Audio Visual equipment, two cars and one motor bike. As a result, the Secretariat is now operational at a basic level.

The SNHRC has received technical support to develop policy documents, most importantly the 5-year Strategic Plan for the SNHRC, which was finalized in December 2013 (see output 2, activity 1).

The project has provided technical support to develop governance structures, financial management and operations guidelines for SNHRC. In the reporting period, the SNHRC has developed 4 administrative policies and standard operating procedures. These include complaints and investigations procedures, the SNHRC Charter (including organizational chart), draft regulations for SNHRC committees, and internal regulation procedures. A series of preliminary capacity development activities have been carried out by the international consultant responsible for the capacity assessment and development of Strategic Plan during her mission in Sudan in September 2013. Mainly, capacity development activities performed resulted in the development of a revised organizational chart, including proposed staffing levels, development of job descriptions, and orientation of the Commissioners on their role in a NHRI and on normal international practices for NHRIs. As a result, all Commissioners are better aware of human rights and their role as Commissioners in accordance with international standards. Also, support was provided in revising SNHRC laws, policies and internal regulations. During her mission in Sudan, the international consultant revised these documents for compliance with Paris Principles and made recommendations for improvement. Finally, the international consultant has also revised the SNHRC Act 2009, the statutory basis of the Commission and made recommendations on how to bring it in compliance with the Paris Principles.

The project has organized a study trip for seven Commissioners to visit the National Human Rights Council in Morocco between 11 – 15 November, 2013 to strengthen their capacity to promote and protect human rights. As a result of the study trip and related training activities, the Commissioners have improved their knowledge on international human rights norms and Paris principles, are better aware of their role as Commissioners, and have gained best practices and experience from a long-established and influential human rights institution in the Arab region.

Project Output 2: Human Rights Administration and Management at national and state levels strengthened to promote and protect the rights of ordinary Sudanese, especially women, youth, children and the vulnerable.

Output indicators	Targets	Progress against targets
Strategic Plan for SNHRC developed	Baseline (2012): No capacity Assessment, no Strategic Plan AWP Target: 1 capacity assessment and 1 Strategic Plan	Reporting period: Capacity Assessment and Strategic Plan conducted and finalized
# of ordinary Sudanese reached out through human rights campaigns and aware of their human rights and of the existence, role and mandate of SNHRC	Baseline (2012):no clear baseline (approximation: limited awareness on role and mandate of the SNHRC) AWP Target: 1000	Reporting period: 402 (214 male / 188 female) in 6 workshops + 143 (87 male / 56 female) in national forum = Total: 545 representatives from local and national government, law enforcement, media, academia, CSOs, women groups, political parties, parliamentarians and general public
# of human right complaints received and handled by the SNHRC	Baseline (2012): 59 AWP Target: 200	Reporting Period: 94 Cumulative Total: 153 (2012 and 2013)

Key Activities and Results

The project has organized a comprehensive and participatory capacity assessment/ development and strategic planning process with the SNHRC between June and December 2013. Main steps included: preparatory capacity assessment mission in Khartoum conducted by Mohsen Awad, regional human rights expert, 1 – 9 July 2013; capacity assessment, capacity development and strategic planning mission by international consultants Pearl Eliadis, international expert in the field of human rights, national institutions and democratic governance and Mohsen Awad, 12 – 21 September 2013; and development and drafting of Strategic Plan by Pearl Eliadis between October and December 2013.

The capacity assessment report identifies the SNHRC’s main capacity gaps and needs. The report covers a broad range of areas, including statutory basis (adequacy to the Paris Principles); Leadership and governance, Institutional independence; Budget Organizational structure and development; Substantive capacity to undertake human rights work and identification of human rights priorities. The information gathered was based on internal interviews and meetings with the Commissioners and the Secretary General and external consultation with stakeholders, including donors, representatives from UN agencies, media and CSOs. The capacity assessment served as a basis for the development of the 5-year Strategic Plan for the Commission.

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. The development of a Strategic Plan was widely regarded by the Commissioners, the international community, and civil society organizations as the main priority for the institution at this stage of its growth, and as a critical next step to unite the

Commissioners in a shared institutional direction. The capacity assessment and Strategic Plan can constitute important resource mobilization tools for the Commission and UNDP. Donors have been included from the outset of the process in participatory ways, i.e the preliminary findings of the capacity assessment and the outline of the Strategic Plan for the SNHRC were presented to donors, UN agencies and international NGOs during the mission in September, and they were kept informed and asked for comments and feedback all along the process. After the final revision and formal adoption by the Commission, the Strategic Plan is scheduled to be officially launched in March 2014. Also, the project document (2013 – 2016), will be closely aligned to the Strategic Plan and the Results activity Framework that comes with it.

Many people in Sudan do not know about the existence of the SNHRC and its role in the promotion and protection of human rights. With the objective to inform about the SNHRC's role and mandate as well as to discuss human rights challenges in Sudan, the project has supported the SNHRC to organize a series of 6 human rights awareness workshops at the national and states level (total of participants in the 6 workshops: 402 - 214 male / 188 female); and one human rights forum in Khartoum under the theme "Protection and Promotion of Human Rights is our collective Responsibility" (total of participants in the forum: 143 - 87 male / 56 female). In summary, a total of 545 (301 male / 244 female) representatives from local and national government, police and security forces, media, academia, CSOs, women groups, political parties, parliamentarians have improved their knowledge and understanding of the SNHRC's mandate and the people's rights embodied in the 2009 SNHRC Act and human rights in general. The participants of the workshops and the human rights forum are expected to disseminate the knowledge about the existence and role of the Commission in their respective localities and states. Therefore, even though the target of 1000 people has not been reached, partly due to security conditions at state level, it is expected that through dissemination of knowledge a far broader number of people will be reached, indirectly. The participants largely perceived the discussion on human rights issues as open and positive and inclusive. The workshop series also will have a positive impact of future partnership and cooperation between the SNHRC and CSOs, government, international community and media.

The workshops/forum took place in the following states:

- Gadarif, Kassala and Port Sudan, 14 – 18 of April, topic: role of the NHRC (NHRC Act 2009), and awareness raising on Human Rights principles for government and civil society – Total of 163 participants (56 male / 108 female);
- Nyala (South Darfur), 14 May, 2013, topic: Awareness for Promotion and Protection of Human Rights – Total of 83 participants (60 male / 23 female);
- Khartoum, 8 – 9 May, 2013, topic: Horizontal interaction between SNHRC and civil society organizations in promoting and protecting Human Rights – Total of 22 participants (2 male / 20 female);
- Damazine (Blue Nile), 14 – 15 May, 2013, topic: Promotion and dissemination of the culture of Human Rights - Total of 80 participants (59 male / 21 female);
- Kadugli (South Kordofan); 1 June, 2013, topic: Protection and consolidation of human rights – Total of 53 participants (37 male / 16 female);
- Khartoum, June 20, 2013, topic: Strengthening the Awareness of Human Rights
- Khartoum, 24 and 25 of November, 2-day human rights forum under the theme "Protection and Promotion of Human Rights is our collective Responsibility" – Total of 143 participants (87 male / 56 female).

As an activity under AWP 2013, UNDP has planned to support the establishment of four SNHRC regional offices and at state level. Initial discussions took place between SNHRC Commissioners and government officials in South Darfur, Port Sudan, South Kordofan and Blue Nile States. Generally, it is expected that through the establishment of the regional offices, the outreach and impact of the SNHRC work for the promotion and protection of Human rights across Sudan will increase. However, in the course of the reporting period, the SNHRC and UNDP agreed to postpone the opening of the regional offices to a later stage. This decision was based on a recommendation from the capacity assessment of the SNHRC in September 2013. The report states that the Commission is not yet ready to establish regional or sub regional offices, since the head office has barely begun functioning, the Commission has no professional or technical staff, and lacks adequate tools and infrastructure to

investigate and monitor human rights. Therefore, it is proposed that the establishment of the state offices is postponed to a later stage, depending on the speed at which the Commission is able to implement its Strategic Plan, and depending on the willingness of government support the establishment of state offices.

Finally, the Commission has received and processed a total of 153 complaints (cases) in 2012 and 2013, 94 in 2013 alone. The Annual target of 200 could not be reached. This is mainly due to the fact that up to date the Commission has processed complaints in an ad-hoc manner, and does not dispose yet of a complaints management mechanism that enables them to process the caseload targeted. An improved and fully functioning complaints management mechanism is one of the priorities of 2014.

# of human right complaints received and handled by the SNHRC	Baseline (2012): 59 AWP Target: 200	Reporting Period: 94 Cumulative Total: 153 (2012 and 2013)
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Project Output 3: Research, Information and Referral Mechanisms developed to reach out and benefit ordinary Sudanese throughout the country without discrimination.

Output indicators	Targets	Progress against targets
# of human rights research and analysis reports conducted	Baseline (2012): 0 Target: 5	No progress
# of journalists with various media houses gained knowledge in various areas of human rights	Baseline (2012): approx. 20 Target: 100	No progress

Key Activities and Results

No activities carried out under this output in the year 2013. Due to the fact that available funds fell short of covering all AWP activities, this output was not given priority under the AWP 2013.

Project Output 4: The capacity of SNHRC, at the national and the state levels, strengthened to promote and protect human rights through policy reform

Output indicators	Targets	Progress against targets
# of SNHRC's personnel trained on human rights norms and Paris Principles	Baseline (2012): Basic training provided by Swiss and UK Embassy in 2012 AWP Target: 15	No progress
# of law review studies conducted by SNHRC	Baseline (2012): 0 AWP Target: 3	No progress
# of human rights monitoring reports produced by SNHRC	Baseline (2012): 0 AWP Target: 1	Reporting Period: 1

Key Activities and Results

The Commission has produced its first human rights annual report (2012), which monitors the human rights situation in Sudan. No activities carried out under this output in the year 2013. Due to the fact that available funds fell short of covering all AWP activities, this output was not given priority under the AWP 2013.

Project Output 5: Project Management and Operations		
Output indicators	Targets	Progress against targets
# of project staff recruited	Baseline (2012): 0 AWP Target: 3	Reporting period: 2 (1 National Rule of Law Officer, 1 International Rule of Law Officer – UNV)
# of office equipment procured	Baseline (2012): no office equipment AWP Target: sufficient office equipment procured	No new office equipment procured. Office equipment from closing project used.

Key Activities and Results

UNDP has recruited a national and an international Rule of Law Officer (UNV), responsible for the project, acting under the overall guidance of UNDP Senior Management, the Head of the Governance and Rule of Law Unit as well as the Rule of Law Programme Officer. The post of Project Manager is still vacant; the hiring process is planned for 2014.

IV. Monitoring and Evaluation

UNDP employs a multi-faceted approach to monitoring and evaluation, with a timeframe set and stipulated in the institutional arrangements. An Annual Project Work Plan is prepared in consultation with the project stakeholders. The Annual Work Plan generally serves as a planning, coordination and monitoring tool. Findings and “lessons learned” are also used to revise the project’s logical framework. Day-to-day management of the project is the responsibility of UNDP staff

During 2013, no M&E framework existed and accordingly no M&E activities (field visits, assessments, reviews, surveys, evaluations etc) have been undertaken by the project, since the project was only based on a Project Initiation Plan (PIP). However, implementation of the LOAs with partner institutions has been closely monitored and progress has been reported by project staff. The development for an M&E system for the project is planned for 2014.

V. Key Challenges, Lessons Learned and Recommendations

Key Challenges and Mitigation Measures

The major challenges and mitigating actions during the year 2013 were the following: First of all, results of the capacity assessment of the Commission in 2013 have highlighted a weak enabling political, legal and economical environment for the Commission to function effectively, including lack of political support to support the SNHRC to execute its mandate. Secondly, 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. Thirdly, the security situation, especially in the Three Areas and Darfur states remains an important challenge for project implementation. Fourthly, the overlapping of the respective roles of the SNHRC and the Advisory Council for Human Rights (ACHR), especially regarding the complaints mechanisms, causes confusion and uncertainty in the eyes of the public, CSOs and donors. Finally, unfamiliarity of SNHRC with UNDPs administrative, financial and reporting requirements have caused delays in project implementation.

Due to the aforementioned challenges, some project activities have experienced delays. Overall, the implementation of project activities has however progressed according to the Annual Work Plan, with some corrections. Most notably, the decision needed to be made in course of the reporting period to postpone the planned establishment of four regional offices for the Commission at state level. This decision was based on a recommendation in the capacity assessment report, highlighting that unless the Commission's headquarters is well established, properly staffed and well functioning, the set-up of regional offices to investigate and monitor human rights violations is premature. Further, the SNHRC has received training from UNDP staff on UNDP administrative, financial and reporting standards, which had a positive impact on project delivery during the reporting period.

Recommendations for decision-making purposes

- The further planning and implementation of the project (in a new project document) to strengthen the capacity of the SNHRC will need to be closely aligned with the 5-year Strategic Plan of the Commission, in order to ensure accountability and effectiveness of the intervention.
- The future project needs a reorientation to provide stronger support for institutional infrastructure and organizational development *before* full-scale human rights programming is undertaken. A key recommendation therefore is to set up a phased-approach for the project, with a first phase (2014) focusing on infrastructure support and organizational development, followed by a second phase (2015 – 2016) aiming for strong capacity development and substantive human rights programming. This is to ensure 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 work effectively. Such an approach will support both increasing national ownership and sustainability.
- The project should be more closely coordinated with the UNDP *Supporting the Implementation of the UPR recommendations* project. Although the Commission is not a principal state actor engaged in the implementation of the UPR, as an NHRI, it has a role in monitoring the implementation of the UPR recommendations. Coordination between the ACHR, the inter-ministerial committee mandated to coordinate the implementation of the UPR recommendations, and the Commission should be strengthened. Further, the Commission should be integrated into UNDP-supported projects that touch on proposed Commission activities, including law reform, with a special focus on child, women and press law (priority laws as stipulated in the UPR Recommendations), and the alignment of domestic laws with international standards, especially as these involve women's rights and children's rights.

VI. Update on risks and mitigation measures

Political interference continues to be a major risk potentially affecting the project. Indeed, the updated risk is that the government refuses to permit the SNHRC to exercise operational independence (by not approving the budget, for example). Restrictions would hamper the SNHRC's capacity and the likelihood of ICC accreditation. UNDP in close cooperation with the SNHRC, has been following up on aspects of independence on an ongoing basis. 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. Further, insecurity and political instability in conflict-areas has continued to be a major risk affecting the project for activities with regards to human rights awareness raising and monitoring human rights violations at state level. Finally, the risk log from 2012/2013 highlights an important risk from a project management perspective: The project in its inception stage may not be in a position to provide large scale institutional support to the SNHRC. During the reporting period, the project was run by a national and international Rule of law officer (UNV), in the light of limited funding. For 2014, the project plans to hire an international project manager as well as an institutional development advisor. However, the risk of delays in recruitment of project staff and Commission staff prevails, potentially delaying the implementation of the project in the short term. In the longer term, lack of staffing will affect institutional viability.

Additional risks in the updated risk log include: Donors fail to come forward to support the Commission; ACHR refuses to agree to negotiations or to develop an MOU; and Lack of coordination of project elements that should be developed in a specific sequence (for more details, see *Annex II: Updated Risk Log*).

VII. Partnerships and Sustainability

The project's main implementing partner is the SNHRC. The Commission is responsible for the planning, implementation and monitoring/reporting of the project activities at the national and the state level, in close coordination with UNDP. The project also supports civil society organizations and human rights NGOs.

Since the closure of the United Nation Mission in Sudan (UNMIS) in 2011, there has been no established forum for donor coordination in the field of rule of law and human rights. Furthermore, there is no UN Human Rights focal point in-country, and the Office of the High Commissioner for Human Rights (OHCHR) has just recently established a field-representation in El-Fasher, Darfur. UNDP has so far been the only international agency implementing a capacity building project with the SNHRC. However, other international actors, including the Swiss and the UK Embassies, have been supporting the Commission with training provision. The EU uses its Human Rights dialogue instrument in bilateral meetings with the Commission.

There is a growing interest within the donor community and UN agencies to start supporting the SNHRC. Therefore, during the reporting period, the project has engaged with donors and UN agencies, mainly during the capacity assessment and strategic planning process – with the aim of mobilizing resources and securing partnerships to ensure the sustainability of the intervention. Bilateral discussions with donors have occurred in the second half of 2013 in regards to a viable way forward for 2014 and are ongoing.

In Sudan, other UN agencies 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 aims for new 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. As the UN agency charged with human rights affairs, the OHCHR, has a strong oversight over the entire body of human rights standards, an organic link with various UN human rights mechanisms and has extensive expertise in providing target training to NHRIs.

In the future project design, in addition to technical assistance and capacity development, the project will provide indirect support to CSOs, and other stakeholders through training, and the shared delivery of public education in appropriate circumstances. In addition, the project proposes the development of a Memorandum of Understanding with the Advisory Council for Human Rights. Aspects of sustainability are also reflected programmatically in the approach to training. Training modules are designed to be experiential and participatory and to produce manuals to be used in future training.

VIII. Financial Summary

Table 1: Overview of available resources for 2013

Donor	Opening Balance 2013	Allocations for 2013	Total
UNDP (TRAC)	0	151,000.00	150,000.00
UNDP Fund 11888	0	131,000.00	130,000.00
Total	0,00.00	282,000.00	282,000.00

Table 2: Overview of allocation and expenses per output

Output	Planned Budget (USD)			Expenses (USD)		
	TRAC	UNDP 11888	Total	(TRAC)	UNDP 11888	Total
Institutionalization of SNHRC (1)		36,000.00	36,000.00		36245.75	36245.75
Strengthen Human Rights Administration & Management (2)	131,000.00	53,000.00	182,000.00	120,445.88	12740.47	133186.35
Research, Info & Ref. Mecha. Develop.(3)		30,000.00	30,000.00		36915.00	36915.00
CO Custodianship of Rights Strengthen.(4)		-	0.00		4038.04	4038.04
Project Management & Operations (6)	20,000.00	12000.00	36,000.00	28,913.01	21638.89	50551.90
TOTAL	151,000.00	131,000.00	282,000.00	149358.89	111578.15	260937.04

Table 3: Overview of expenses per Category

Expense Category	Amount (USD)
International Consultant	36,100.00
Local Consultant	8,027.92
Contractual Services - Individual	24,627.24
UN Volunteer	16,931.75
Travel	24,369.59
Contractual Services – Companies	39,838.62
Equipment & Furniture	16,224.06
Communications & Audio Visual Equip.	150.78
Supplies	770.00
IT Equipment	42,626.78
Rental & Maintenance – Premises	1,409.14
Rental & Maintenance – other Equip.	1204.00
Audio Visual & Printing Production Cost	4145.08
Miscellaneous Expenses	639.16
Facilities & Administration	5167.09
Workshop, Conference & Training	39792.75
Foreign Exchange Currency Loss	(1086.92)
Grand Total	260,937.04

Data contained in this report is an extract from UNDP financial records. All financial information provided above is provisional. Certified financial statements will be provided by 30 June, 2014.

Annex 1: Progress Review: detailed matrix of activities and results

Output 1	Indicators	Baseline (2012)	Annual target	Progress / target
<p>The Sudan Human Rights National Commission (SNHRC) supported to function in line with Paris Principles and Internationals Norms and Standards</p> <p>Budget: 36,000.00 Expenditure to date: 36,245.75</p>	<ul style="list-style-type: none"> SNHRC offices functioning and operational at the national and state levels 	0 % of Secretariat operational and functional	SNHRC structures and Secretariat equipped and furnished at national and state level	70%
	<ul style="list-style-type: none"> # of Commissioners aware of Paris Principles and international human rights instruments 	No clear baseline (approximation: commissioners disposed of low awareness of international human rights norms and standards)	15	15
	<ul style="list-style-type: none"> # of SNHRC's laws and policies aligned with International Norms and Standards 	0	4	4 (including complaints and investigations procedures, SNHRC Charter, draft regulations for SNHRC committees, internal regulation procedures)
Planned activities		Results		
<p>Activity 1.1. Procure and provide equipment to SNHRC Secretariat at national and State levels</p>		<p>- The SNHRC Secretariat in Khartoum was provided with office equipment and furniture.</p>		
<p>Activity 1.2. Provide technical support to develop the governance structures, financial management and operations guidelines for SNHRC</p>		<p>- SNHRC has developed has developed 4 administrative policies and standard operating procedures. These include complaints and investigations procedures, the SNHRC Charter (including organizational chart), draft regulations for SNHRC committees, and internal regulation procedures. UNDP provided support in revising SNHRC laws, policies and internal regulations for compliance with Paris Principles and recommendations for improvement were made.</p> <p>- Revision of the SNHRC Act 2009, the statutory basis of the Commission and recommendations on how to bring it in compliance with the Paris Principles.</p>		

	- A series of preliminary capacity development activities have been carried by the international consultant responsible for the capacity assessment and development of Strategic Plan during her mission in Sudan in September 2013. Mainly, capacity development activities performed resulted in the development of a revised organizational chart, including proposed staffing levels, development of job descriptions, and orientation of the Commissioners on their role in a NHRI and on normal international practices for NHRIs.
Activity 1.3. Provide technical support to the development of policy documents, Strategic Plan, Communications Strategy, Partnership Strategy with State and non-State actors for SNHRC	A 5-year Strategic Plan for the SNHRC was developed and finalized in December 2013 (see output 2, activity 1).
Activity 1.4. Conduct technical and management trainings/workshops for SNHRC at the national and State levels	- A study trip for seven Commissioners to visit the National Human Rights Council in Morocco was organized to strengthen their capacity to promote and protect human rights.

Output 2	Indicators	Baseline (2012)	Annual target	Progress / target
Human Rights Administration and Management at national and State levels strengthened to promote and protect the rights of ordinary Sudanese, especially women, youth, children and the vulnerable Budget: 182,000.00 Expenditure to date: 133,186.35	• Strategic Plan for SNHRC developed	No capacity assessment, no Strategic Plan	1 capacity assessment and 1 Strategic Plan	Capacity assessment and Strategic Plan conducted and produced
	• # of ordinary Sudanese reached out through human rights campaigns and aware of their human rights and of the existence, role and mandate of SNHRC	No clear baseline (approximation: limited awareness on role and mandate of the SNHRC)	1000	402 (214 male / 188 female) in 6 workshops + 143 (87 male / 56 female) in national forum = Total: 545 (301 male / 244 female) participants
	• # of human right complaints received and handled by the SNHRC	59 (2012)	200	94 Total: 153 (2012 + 2013)
Planned activities		Results		
Activity 2.1 Support the development of a National Human Rights Outreach Policy, Referral Mechanisms, and Administration mechanisms for SNHRC at national and state		-		

levels	
Activity 2.2 Conduct Capacity Assessment to enable SNHRC to establish priorities and Strategic Plan for promotion and protection of human rights across Sudan	<ul style="list-style-type: none"> - A comprehensive and participatory capacity assessment/ development and strategic planning process with the SNHRC have been conducted between July and December 2013, by two international experts. - Production of capacity assessment report, which identifies the SNHRC's main capacity gaps and needs and served as a basis for the development of the 5-year Strategic Plan for the Commission. - A Strategic Plan for the Commission has been finalized in December 2013. A "high-level" planning tool, the Strategic Plan, 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.
Activity 2.3 Support the establishment of four National Human Rights Commission offices and at State levels	<ul style="list-style-type: none"> - As an activity under AWP 2013, UNDP has planned to support the establishment of four National Human Rights Commission offices and at state levels. Initial discussions took place between SNHRC Commissioners and government officials in South Darfur, Port Sudan, South Kordofan and Blue Nile States. However, in the course of the reporting period, the SNHRC and UNDP agreed to postpone the opening of the regional offices to a later stage. This decision was based on a recommendation from the capacity assessment of the SNHRC in September 2013. The report states that the Commission is not yet ready to establish regional or sub regional offices, since the head office has barely begun functioning, the Commission has no professional or technical staff, and lacks adequate tools and infrastructure to investigate and monitor human rights.
Activity 2.4 Organise Human Rights Outreach awareness, education, advocacy programmes, targeting community, government officials at the national and the State levels and carry a sample survey on the perception of the public on the role of SNHRC in promotion and protection of human rights of the public	<ul style="list-style-type: none"> - The SNHRC conducted a series of 6 human rights awareness workshops at the national and states level and one human rights forum in Khartoum under the theme "Protection and Promotion of Human Rights is our collective Responsibility" with the objective to inform about the SNHRC's role and mandate as well as to discuss human rights challenges in Sudan. A total of 545 (301 male / 244 female) participants, including representatives from local and national government, police and security forces, media, academia, CSOs, women groups, political parties, parliamentarians have improved their knowledge and understanding of the SNHRC's mandate and human rights in general.
Activity 2.5 Prepare case studies and analyses, through knowledge networking with relevant human rights institutions, on issues related to the promotion and protection of human rights	<ul style="list-style-type: none"> -

Activity 2.6 One sample survey carried out on the perception of the public on the role of SNHRC in promotion and protection of human rights of the public	-
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Output 3	Indicators	Baseline (2012)	Annual target	Progress / target
Research, Information and Referral Mechanisms developed to reach out and benefit ordinary Sudanese throughout the country without discrimination Budget: 30,000.00 Expenditure to date: 36,915.00	<ul style="list-style-type: none"> # of human rights research and analysis reports conducted 	0	5	No progress
	<ul style="list-style-type: none"> # of journalists with various media houses gained knowledge in various areas of human rights 	Approx. 20	100	No progress
Planned activities		Results		
Activity 3.1 Support establishment of a Human Rights Resource Centre at SNHRC Secretariat for reference purposes		-		
Activity 3.2 Support SNHRC in partnership with educational institutions and human rights institutions to conduct studies, research, analyses for awareness, educational and referral purposes in the area of human rights		-		
Activity 3.3 Facilitate SNHRC engagement with the mass media, including training of media journalists and media houses in Human Rights investigations and reporting		-		

Output 4	Indicators	Baseline (2012)	Annual target	Progress / target
The capacity of SNHRC, at the national and the state levels, strengthened to promote and protect human rights through policy reform Budget: 0,000.00 Expenditure to date: 4038.04	<ul style="list-style-type: none"> # of SNHRC's personnel trained on human rights norms and Paris Principles 	Basic Training provided by Swiss and UK Embassy in 2012	15	No progress
	<ul style="list-style-type: none"> # of law review studies conducted by SNHRC 	0	3	No progress
	<ul style="list-style-type: none"> # of human rights monitoring reports 	0	1	Annual Report 2012

	produced by SNHRC			
Planned activities		Results		
Activity 4.1 Support SNHRC to conduct law reviews, prepare studies (legal or policy related), make recommendations and sponsor bills, legislation and administrative decisions for consistency with the fundamental principles of human rights		-		
Activity 4.2 Enhance the capacity of the SNHRC to receive and investigate human rights complaints in line with the international norms and standards		-		
Activity 4.3 Support SNHRC in developing human rights monitoring framework, conduct objective and substantive human rights monitoring, documenting, developing human rights monitoring reports and reports dissemination		-		

Output 5	Indicators	Baseline	Annual target	Progress / target
The provision of technical assistance, operations and project management well coordinated Budget: 36,000.00 Expenditure to date: 50,551.90	• # of project staff recruited	0	3	2 (1 National Rule of Law Officer, 1 International Rule of Law Officer – UNV)
	• # of office equipment procured	0	Sufficient office equipment	No office equipment procured, office equipment was used from closing project
Planned activities			Results	
Activity 5.1 Recruitment of Project Manager (NOC), Project Analyst & Project Associates to coordinate project activities implementation, monitor progress, document results, provide reports etc on project execution			- Recruitment of a national and an international Rule of Law Officer (UNV), responsible for the project.	
Activity 5.2 Recruitment and deployment of technical expertise to the Commission to support in building the Commissions capacity to undertake core human rights promotion and protection roles.			- Deployment of 2 international experts to conduct capacity assessment, capacity development and strategic planning with the Commission.	

Annex II: 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	During the	Political	This would delay or	The project is will not have a	Program	UNDP staff

	instability in target areas, notably Darfur	preparation of the project proposal		stall the implementation of the project in affected target communities. especially as regards resurgence of conflict in Darfur P =4, I = 2 (Darfur)	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.	Manager	developing proposal
5	Delays in recruitment of project staff and Commission staff	During the lifetime of the project	Operational	This would delay implementation of the project in the short term. In the longer term, lack of staffing will affect institutional viability. P =3, I = 3	While some backstopping may be possible, an overall shifting of timelines would be preferable to unreasonable or overly stressful workloads	Program Manager	Project Manager, UNDP CO
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

Annex III: Annual Work Plan (2014)

AWP 2014 will be attached as soon as approved by OSD and UNDP Senior Management.

Annex IV: Assets inventory

No asset inventory available.