

**Uganda Human Rights Commission**  
**IDP Transition Strategy Work Plan: 1<sup>st</sup> Draft**  
**October – December 2009**

<b>Core Function / mandate of UHRC:</b>									
<b>Continue Organizational Development of the Commission</b>									
<b>Strategic Objective:</b>									
To enhance the Commission's outreach services									
<b>Operational Objective:</b>									
To establish and maintain Sub-regional Offices in conflict and post-conflict areas									
Activity Number	Activity Narration	Expected outcome(s)	Quantitative & Qualitative indicators	Means of Verification	Time frame				Risk and consequences
					Sept 09	Oct 09	Nov 09	Dec 09	
<i>Specific Objective 1:</i> To establish and maintain 4 Sub-regional offices in Gulu, Kitgum, Pader and Adjumani to monitor human rights issues in the return, resettlement and reintegration of internally displaced persons									
01	<p><b>Office Accommodation:</b></p> <ul style="list-style-type: none"> <li>▪ Identifying suitable office premises</li> <li>▪ Negotiating and signing rental agreements</li> <li>▪ Payment of rents and occupation of offices</li> </ul>	<ul style="list-style-type: none"> <li>▪ 4 suitable office premises identified in Gulu, Kitgum, Pader and Adjumani; and rental agreements signed with the landlords.</li> <li>▪ Rentals paid premises.</li> </ul>	<p><u>Qualitative</u></p> <ul style="list-style-type: none"> <li>▪ Conducive working environment</li> </ul> <p><u>Quantitative</u></p> <ul style="list-style-type: none"> <li>▪ Number of sub-regional offices established</li> </ul>	<p><u>Qualitative</u></p> <ul style="list-style-type: none"> <li>▪ Sub-regional offices established</li> </ul> <p><u>Quantitative</u></p> <ul style="list-style-type: none"> <li>▪ Premises rented as offices</li> </ul>					<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>▪ Inadequate time available</li> </ul> <p><u>Consequences</u></p> <ul style="list-style-type: none"> <li>▪ Delayed establishment of the sub-regional offices</li> </ul>
02	<p><b>Staff Recruitment:</b></p> <ul style="list-style-type: none"> <li>▪ Recruitment of Human Rights Officers for the Sub-</li> </ul>	<ul style="list-style-type: none"> <li>▪ 4 Human Rights Officers recruited</li> <li>▪ Human Rights</li> </ul>	<p><u>Qualitative</u></p> <ul style="list-style-type: none"> <li>▪ UHRC has</li> </ul>	<p><u>Qualitative</u></p> <ul style="list-style-type: none"> <li>▪ Increased outreach by UHRC</li> </ul> <p><u>Quantitative</u></p>					

03	<p>regional Offices</p> <ul style="list-style-type: none"> <li>▪ Deployment of Human Rights Officers in Gulu and Pader Sub-regional Offices</li> </ul> <p><b><i>Procurement of Machinery, Equipment and Furniture:</i></b></p> <ul style="list-style-type: none"> <li>▪ Purchase of motor cycles</li> <li>▪ Purchase of office equipment</li> <li>▪ Purchase of office furniture</li> </ul>	<p>Officers deployed in Gulu and Pader Offices</p> <ul style="list-style-type: none"> <li>▪ 4 motor cycles bought</li> <li>▪ 4 computers and accessories bought for the 4 offices</li> <li>▪ Assorted office equipment bought for the 4 offices</li> <li>▪ Assorted furniture bought for the 4 offices</li> </ul>	<p>presence in the districts</p> <p><u>Quantitative</u></p> <ul style="list-style-type: none"> <li>▪ No. of Human Rights Officers recruited</li> <li>▪ No. of Human Rights Officers deployed</li> </ul> <p><u>Qualitative</u></p> <ul style="list-style-type: none"> <li>▪ Work of staff facilitated</li> </ul> <p><u>Quantitative</u></p> <ul style="list-style-type: none"> <li>▪ No. of motor cycles, computers and other equipment and furniture bought</li> </ul>	<ul style="list-style-type: none"> <li>▪ Human Rights Officers recruited</li> <li>▪ Human Rights Officers deployed</li> </ul> <p><u>Qualitative</u></p> <ul style="list-style-type: none"> <li>▪ Enhanced performance of staff</li> </ul> <p><u>Quantitative</u></p> <ul style="list-style-type: none"> <li>▪ Machines, equipment and furniture procured</li> </ul>					
<p><b>Core Function / mandate:</b> Monitor Human Rights Compliance by Government</p>									
<p><b>Strategic Objective(s):</b> Foster Partnerships and Alliances.</p>									

Operational Objective(s) :									
To coordinate human rights sector related activities with regard to the return, resettlement and reintegration of internally displaced persons in Northern Uganda and other places.									
Activity Number	Activity Narration	Expected outcome(s)	Quantitative & Qualitative indicators	Means of Verification	Time frame				Risk and consequences
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
<i>Objective 2: To provide effective and efficient sector leadership of human rights related matters at national and district levels</i>									
01	<ul style="list-style-type: none"> <li>Coordinate protection activities in the 5 districts of Amuru, Gulu, Kitgum, Pader and Adjumani</li> </ul>	<ul style="list-style-type: none"> <li>Monthly co-ordination meetings with emphasis on human rights related matters to be held to improve liaison among the districts and agencies</li> </ul>	<u>Qualitative</u> <ul style="list-style-type: none"> <li>Reduction of complaints by IDPs</li> <li>Appreciation of human rights and the need for advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Minutes of meetings held</li> <li>Monthly reports by the sub-regional offices</li> </ul>					<ul style="list-style-type: none"> <li>-Late release of funds</li> <li>-Inadequate cooperation from stakeholders</li> </ul>
02	<ul style="list-style-type: none"> <li>Conduct Outreach activities with other stakeholders (Protection Working Groups)</li> <li>Organise stakeholders' meetings</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder meetings to share experiences and best practices</li> </ul>	<u>Quantitative</u> <ul style="list-style-type: none"> <li>Number of stakeholders attending the meetings</li> <li>No. of monthly meetings held</li> </ul>	<ul style="list-style-type: none"> <li>Meeting attendance lists</li> </ul>					
03	<ul style="list-style-type: none"> <li>To coordinate Protection Working Group Activities at the national level</li> </ul>	<ul style="list-style-type: none"> <li>Regular co-ordination meetings</li> </ul>	<u>Qualitative</u> <ul style="list-style-type: none"> <li>Appreciation of the human rights situation of</li> </ul>	<ul style="list-style-type: none"> <li>Minutes of meetings</li> <li>Meetings attendance lists</li> <li>Monthly</li> </ul>					

			<p>the former IDPs and need for advocacy on their behalf</p> <p><u>Quantitative</u></p> <ul style="list-style-type: none"> <li>No. of meetings held</li> </ul>	<p>Reports by UHRC</p>					
<p><i>Strategic Objective 3: To carry out Human Rights Protection Activities.</i></p>									

01	- To carry out field visits and interviews in witnesses in response to complaints reported	<ul style="list-style-type: none"> <li>The general pressing problems of the civilians shall be clearly identified and quickly dealt with.</li> </ul>	<p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>Written reports</li> </ul> <p><b>Quantitative:</b></p> <ul style="list-style-type: none"> <li>The number of camps/villages visited</li> </ul>	<p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>Analysis of content of report</li> </ul> <p><b>Quantitative:</b></p> <ul style="list-style-type: none"> <li>The number of reports</li> </ul>				→	<ul style="list-style-type: none"> <li>Poor road network problem that may limit accessibility in some villages</li> <li>Lack of proper transport means</li> </ul>
<i>Specific Objective 4 : To advocate against Sexual Gender Violence Based and promotion of children and women's rights</i>									

01	-To hold joint meeting with the Protection Working Group over Sexual Gender Based Violence and other related human rights abuses/Violations in decongested camps and villages (Children and Women)	<ul style="list-style-type: none"> <li>Reduction in SGVB concerning the military.</li> <li>Children/Women's rights are more respected and upheld</li> </ul>	<p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>Existence of harmony between civilians and military</li> </ul> <p><b>Quantitative:</b></p> <ul style="list-style-type: none"> <li>The number of complaints registered.</li> <li>No of reports written</li> </ul>	<p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>Trust and confidence in the military</li> </ul> <p><b>Quantitative:</b></p> <ul style="list-style-type: none"> <li>The number of files opened</li> </ul>				<ul style="list-style-type: none"> <li>Fear of intimidation/relations from the military</li> <li>Lack of proper transport means</li> </ul>
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**Core Function / mandate:**  
Develop and sustain a conducive, results- oriented working environment

**Strategic Objective(s):**  
Strengthen the capacity and capability of the Sub-regional Offices staff

**Operational Objective(s) :**  
Encourage staff to fulfill their potential and perform to their maximum and retain staff with high caliber

Activity Number	Activity Narration	Expected outcome(s)	Quantitative & Qualitative indicators	Means of Verification	Time frame	Risk and consequences
<i>Objective 5: To develop capacity among the staff and encourage them participate actively / fully in the realization of the CMCCs goals</i>						

01  02	<p><b><i>To train and retain the services of staff</i></b></p> <ul style="list-style-type: none"> <li>▪ Identify positions and fill them</li> <li>▪ Organize a 5 day's training for staff in HR in post conflict as well as in Monitoring and durable solutions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Undertake staff training at regional office</li> <li>▪ Increase the capacity of the UHRC Monitoring and Inspectorate Directorate, the Gulu Regional Office and the Sub-regional Offices to carry out the mandate of the Commission across the conflict districts</li> </ul>	<p><u>Qualitative</u></p> <ul style="list-style-type: none"> <li>▪ Workload fairly shared among staff</li> <li>▪ More activities are implemented</li> </ul> <p><u>Quantitative</u></p> <ul style="list-style-type: none"> <li>▪ Work performance evaluated through appraisal forms</li> <li>▪ No. of staff employed and retained</li> </ul>	<p><u>Qualitative</u></p> <ul style="list-style-type: none"> <li>▪ Reduction of workload</li> <li>▪ Implementation of activities</li> </ul> <p><u>Quantitative</u></p> <ul style="list-style-type: none"> <li>▪ Appraisal reports</li> <li>▪ Human resource status reports</li> <li>▪ Training reports</li> </ul>					<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>▪ Not certain about the renewal and stay in the service of the commission</li> <li>▪ Resignations of staff</li> </ul> <p><u>Consequences</u></p> <ul style="list-style-type: none"> <li>▪ Decreased morale in the work</li> <li>▪ Failure to adequately deliver the mandate of the Commission</li> </ul>
<p><i>Objective 6: Office operations:-To utilize the available resources optimally for effective and efficient delivery of services in the CMCC</i></p>									
	<p><b>To maintain the efficiency of the Sub-regional offices in terms of office expenses with the available resources</b></p> <ul style="list-style-type: none"> <li>▪ Effectively run the Sub-regional office</li> <li>▪ Procurement of necessary items required for the smooth running</li> </ul>	<ul style="list-style-type: none"> <li>▪ Make monthly requisitions</li> <li>▪ Payment of all suppliers and utilities on time</li> <li>▪ Effective staff performance</li> </ul>	<p><u>Qualitative</u></p> <ul style="list-style-type: none"> <li>▪ Requisitions of funds</li> <li>▪ Good cooperation with suppliers</li> <li>▪ Requisitions of funds</li> <li>▪ Good cooperation with suppliers</li> </ul> <p><u>Quantitative</u></p> <ul style="list-style-type: none"> <li>▪ Work plans and budgets made</li> <li>▪ Financial reports</li> </ul>	<p><u>Qualitative</u></p> <ul style="list-style-type: none"> <li>▪ Meetings at regional office</li> <li>▪ Approvals from Head office</li> <li>▪ Cooperation with suppliers improved</li> </ul> <p><u>Qualitative:</u></p> <ul style="list-style-type: none"> <li>▪ Work plans</li> <li>▪ Budgets</li> <li>▪ Financial reports</li> <li>▪ Performance</li> </ul>					<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>▪ Delay in approval and release of funds</li> <li>▪ Suppliers loose confidence</li> <li>▪ Delay in obtaining consumables</li> <li>▪ Delay of payments</li> <li>▪ Failure of the landlord to maintain the building</li> </ul> <p><u>Consequences</u></p>

	<p>of the offices</p> <ul style="list-style-type: none"> <li>▪ Payment of rent for the all the offices</li> </ul>		<p>submitted</p> <ul style="list-style-type: none"> <li>▪ Accountabilities</li> <li>▪ Letting out of office space</li> </ul> <p><u>Quantitative</u></p> <ul style="list-style-type: none"> <li>▪ Work plans and budgets made</li> <li>▪ Office equipment acquired</li> <li>▪ Financial reports submitted</li> </ul>	<p>reports</p> <p><u>Quantitative</u></p> <ul style="list-style-type: none"> <li>▪ Period</li> <li>▪ Occupancy of the office</li> </ul> <p><u>Quantitative:</u></p> <ul style="list-style-type: none"> <li>▪ Work plans</li> <li>▪ Budgets</li> <li>▪ Financial reports</li> <li>▪ Monthly reports</li> <li>▪ Reports</li> <li>▪ Payment made on demand and receipts issued</li> </ul>					<ul style="list-style-type: none"> <li>▪ Indebtedness of the office to suppliers</li> <li>▪ Lack of stationery and utilities</li> </ul> <p>Commitments settled late</p> <p>Lack of supplies</p> <ul style="list-style-type: none"> <li>▪ Threat of being evicted</li> <li>▪ Office not fit for inhabiting</li> </ul>
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