

United Nations Development Programme
Country: Bangladesh
Project Document

Project Title **BANGLADESH NATIONAL HUMAN RIGHTS COMMISSION CAPACITY DEVELOPMENT PROJECT**
UNDAF Outcome(s): The human rights of children, women, and vulnerable groups are progressively fulfilled within the foundations of strengthened democratic governance.
Expected CP Outcome(s): Human rights and security promoted through capacity enhancement and ensuring better access to justice
Expected Output(s): Establishment of institutional framework for protection of human rights and dissemination of human rights status particularly of the disadvantaged;
Implementing Partner: National Human Rights Commission

Brief Description: This project has been developed following a needs assessment of the National Human Rights Commission undertaken in early 2009. This confirmed that the NHRC would require a 5 year programme of capacity building to establish it as an effective, efficient and credible organisation capable of ensuring promotion and protection of human rights in Bangladesh, particularly of the most vulnerable groups. The project focuses on capacity development of personnel, but also addresses a number of structural and infrastructural issues, as identified by the needs assessment. It proposes a range of capacity development interventions, aimed at improving the NHRC's performance over the medium to long term in relation to investigations, monitoring, complaints, research, public education and advocacy of human rights. These include: the provision of experienced NHRI practitioners from the region as well as local human rights expertise to provide advice to Commissioners and staff to set up appropriate and effective institutional frameworks and to undertake in-country training, fellowships; peer exchanges with, and work placements, in NHRIs in the region and human rights organisations nationally. It also includes development of the Commission's organisational structure, human resource strategy, preparation of complaints procedures and case management system. Funding for new infrastructure and implementing some programmes which are likely to be beyond the NHRC's state-financed resources are also provided for.

Programme Period:	Five years
Key Result Area (Strategic Plan):	Democratic Governance
Atlas Award ID:	00041978
Start date:	01 st May 2010
End Date:	30 th April 2015
Management Arrangements:	National Execution, by the NHRC

Total resources required	\$6,943,771.04
Total allocated resources:	\$6,943,771.04
Regular (TRAC)	\$1,443,771.04
Other:	
o DANIDA	\$1,500,000.00
o SIDA	\$1,500,000.00
o SDC	\$1,000,000.00
o Korea	\$1,500,000.00
Unfunded budget:	Nil
GoB Cash & In-kind Contributions (CD VAT)	\$ 284,713.00

Agreed by National Human Rights Commission:

Md. Shamsuzzaman Bhuiyan
 Secretary (Joint Secretary)
 National Human Rights Commission

Agreed by ERD:

Shamsuzzaman Bhuiyan
 06/5/2010
 Secretary
 Economic Relations Division
 Ministry of Finance
 Government of the People's Republic
 of Bangladesh

Agreed by UNDP:

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 6/5/2010

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1. INTRODUCTION

1.1 Situation Analysis

Bangladesh is a developing nation and a fledgling democracy. Steady economic growth since the early 1990s has resulted in rapid gains in Human Development. Bangladesh is currently on track to meet a number of the Millennium Development Goals. Despite impressive achievements in a variety of fields, Bangladesh suffers from weak governance, poverty and limited government capacity to deliver basic services. For example, access to justice, respect for the rule of law and knowledge of human rights are generally acknowledged as inadequate. In order to meet the 2006-2010 UNDAF outcome of progressively fulfilling the human rights of women, children and the vulnerable, the Government of Bangladesh continues to require considerable support to strengthen the foundations of democratic governance.

In February 2009, under the auspices of the Human Rights Council, Bangladesh was subject to the first Universal Period Review of its human rights records (UPR). The UPR highlighted a number of critical human rights violations in Bangladesh including: extra judicial killings by law enforcing agencies, custodial death and torture with impunity, discrimination against women, violence against women, discrimination against Indigenous peoples in land and access to justice, discrimination against religious minorities, child labour and marriage and disregard for prisoners' rights.

The principal mechanism for the protection of human rights in Bangladesh at present - the judicial system - has many limitations, some of which are common world-wide. Firstly, not all human rights are enforceable in the courts of Bangladesh. The primary source of human rights is the Constitution. Only civil and political rights are enforceable. The social and cultural rights provided for in the Constitution are only matters of state policy and are not rights enforceable in the courts. Further, whilst Bangladesh is signatory to the core international human rights instruments, many human rights treaties remain to be ratified and even more remain to be codified in the laws of Bangladesh. Codification is a necessary precursor for national enforceability by the citizens of Bangladesh. Beyond jurisdictional issues, the court system has the endemic problems of delays, expense and complexity which frustrate the prompt and effective disposal of human rights grievances.

National Human Rights Institutions (NHRI) are widely recognized as important components of strategies for strengthening the protection and promotion of human rights, the rule of law and access to justice. Through their official but independent status, they provide a key link to Government, Members of Parliament, and civil society organisations focussing on human rights. They also provide an important entry point for development initiatives aimed at improving governance via their official role monitoring the human rights performance of the executive.

On 1 December 2008, establishment of the Bangladesh's National Human Rights Commission (NHRC) was completed with the appointment of three Commissioners. In accordance with its official mandate, the NHRC will serve as the major national human rights watchdog, monitoring implementation of state obligations to respect protection and fulfillment of rights of every single member of society, addressing specific human rights complaints through investigation, mediation and conciliation, and where necessary, through constitutional litigation, and more broadly through raising public awareness. It is expected to play a strong role in ensuring consistency of laws and policies with international standards.

However, the NHRC currently has little funding, and few staff. The NHRC faces major challenges at its inception, not least in terms of addressing high expectations while remaining minimally resourced and with very limited technical capacity. In order to build the credibility of the institution from the outset, it is critical that a targeted medium to long term programme of capacity development assistance be made available.

Capacity development support to the NHRC can be expected to have a direct impact on the performance of government institutions, including the judiciary, and, ultimately, on the enjoyment of human rights by the most vulnerable groups. Furthermore, the sustainability of this initiative will be enhanced by NHRC's official status, which will enable the organization to augment ongoing

human rights monitoring, documentation and advocacy by human rights organizations and civil society and to amplify their voice.

The parliamentary elections of December 2008 returned Bangladesh to a democratically elected Government. The current Government's manifesto includes a commitment to strengthen the NHRC. The realization of such a commitment in terms of funding to, and cooperation with, the NHRC will be necessary precursors for the success of this Project.

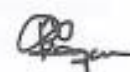
1.2 Project Justification

A Needs Assessment of the NHRC was carried out in close consultation with the Commissioners in January 2009 by a joint DANIDA and UNDP mission. The Needs Assessment concluded that there are a number of initiatives that the international community could undertake to assist the NHRC. A coordinated project focussing on the institution's capacity development is expected to have a realistic chance of success, provided it is of sufficient duration and provided the institution is not overwhelmed by the administrative and reporting components of the exercise (something that a well-coordinated programme could avoid). Approaches identified through consultations with potential NGO partners also emphasised the need for the NHRC to operate in cooperation with – rather than as an adversary or competitor – existing human rights advocacy and monitoring initiatives in civil society.

The Needs Assessment proposed an institutional capacity development approach - an approach that focuses on building the NHRC into an effective and credible institution that can fulfil its legislative mandate and an institution which itself determines its targeted human rights priorities in the short, medium and long term. Such an approach would require capacity development assistance in all the areas of the Commission's functional responsibilities.

The Needs Assessment highlighted that the structure and modalities of work of the NHRC need to be framed clearly at the outset. There is a need for assistance with core management systems, including strategic and annual planning as well as budgeting. The investigation and monitoring functions could be established by formulating a complaints procedure with the assistance of experienced NHRI practitioners, the development of complaints handling manuals and training Commissioners and staff in investigations and mediation/conciliation could be undertaken. In the education field, the Needs Assessment recommended training Commissioners and staff in developing effective information, education and communication strategies. On the policy side, the need for training on its human rights policy role was identified, along with a need to focus on government reporting obligations under international human rights treaties and convention. Immediate training on key national legislation and policies, existing reform initiatives and the international human rights context would be required, with the input of national and regional advisors.

The Needs Assessment also noted that institution-building is not a short-term undertaking. A minimum five year period is envisaged, to address immediate challenges and to enable the NHRC to establish and embed effective management practices as well as networks with key stakeholders. A longer period is also required to enable the NHRC to begin to establish a nation-wide presence, in order to make itself visible to the entire population in all its diversity. Through regular and systematic monitoring and evaluation, and bench-marking to determine progress, the programme can be expected to make a significant contribution to the promotion and protection of human rights in Bangladesh.



1.3. Strategy

Good governance is critical to the country's progress towards achieving the government's development objectives as well as the MDGs. Ensuring human rights is recognised in Bangladesh's Poverty Reduction Strategy Paper (II) (PRSP) as critical enabler of good governance. The more government institutions promote and respect human rights, and take a rights-based approach to the performance of their functions, the greater will be progress towards participatory democracy, equal opportunity and access justice.

The project aims to contribute to an accelerated pace of development in Bangladesh by enhancing state capacity to protect and promote human rights. Having established the NHRC, the government now has to ensure that it has sufficient resources to carry out its responsibilities in an effective and efficient manner. The NHRC occupies a new position in the state infrastructure. Its members and, when appointed, its staff will need considerable support to ensure that the institution meets its potential. By developing the institution's capacity, the NHRC will be better placed to fulfil its mandate and the project will ultimately reinforce a human rights based approach through the process of development in Bangladesh.

The NHRC's responsibilities can be categorised into three main areas:

- (i) Promotion of human rights through education and outreach;
- (ii) Protection of human rights through complaints investigation and monitoring mechanisms; and
- (iii) Effective implementation of human rights through legislation review and the provision of human rights policy advice to government together with effective implementation of human rights research, reporting and policy development.

Each of these has a separate component within the project. A fourth component develops the NHRC's administrative and management capacity so as to develop a function institution. By aligning the projects outcomes with the functional teams within the NHRC, the project builds the capacity of each individual team whilst ensuring administrative and reporting line requirements of the project are aligned within the structure of the NHRC. Further, the project will support the NHRC to determine its human rights priorities itself in the short, medium and longer term.

1.4 Coordinated Approach

UNDP has a history of advocating establishment of a human rights commission in Bangladesh over many years. More recently, UNDP made suggestions to the Ministry of Law, Justice and Parliamentary Affairs (MoL) on the draft ordinance which ultimately provided for the establishment of the commission. Further, in 2008, UNDP provided advice on the desirable budget, structure and functions of the commission ahead of the commissioners' appointment. UNDP is a trusted partner of the GoB especially in the area of justice, human rights and human security. Furthermore, UNDP is currently supporting the immediate needs of the NHRC from its existing access to justice project in partnership with the MoL. Thus UNDP has built a strong working relationship with the new NHRC. Furthermore, this project would complement UNDP's existing projects in the sector: working to reform the police service using a human rights approach, building local justice delivery mechanisms through village courts and building a national vision for justice reform to improve access to justice and the protection of human rights.

Given the scale of the envisaged project, UNDP will work in partnership with other international donor partners. This would involve donor contributions to the cost-sharing basket. A coordinated approach would enable the delivery of a comprehensive and systematically designed capacity

building programme focused on all aspects of the NHRC's needs and facilitate appropriate knowledge sharing between donor partners and the NHRC regarding international expertise on the promotion and protection of human rights. Such an approach, by coordinating donor interventions, will also minimise the administrative burden of the exercise on the NHRC. This is an important issue since otherwise the NHRC, which given its very limited resources, could face difficulties meeting a number of separate reporting and administrative requirements. Minimising such administrative requirements would enable the NHRC to focus its resources on its core mandate of promoting and protecting human rights.

1.5 Development Objective and Programme Purpose

Consistent with UNDAF Outcome 1, the development objective of the project is:

Improved promotion and protection of human rights in Bangladesh with a conducive environment for Human Development and realization of the Millennium Development Goals

The Project purpose is:

To improve the promotion and protection of human rights of all particularly for disadvantaged and vulnerable groups, such as women, disabled, ethnic minorities and children through institutional capacity development of the National Human Rights Commission

1.6 Beneficiaries

The ultimate beneficiaries of the project will be all people of Bangladesh, in particular, women and children, the poor and other disadvantaged sections of the community. By improving awareness of human rights and developing strategies for those rights to be realised, it is intended that the direct beneficiary of the project, the NHRC, will be able to make a positive contribution to the evolution of a human rights culture in the country independently free from any undue influence. Strengthening its organisational capacity and functional efficiency will enable it to speedily attend to complaints of human rights violations and provide relief to victims.

The education, training and public awareness activities to be conducted by the NHRC will benefit the target audiences as well as those individuals and groups they come into contact with. It will further complement the efforts of the government to address societal issues, which stand in the way of enjoyment of human rights by all sections of the community.

The legislative review and policy advice activities envisaged by the project will also improve the ability of governmental machinery to deal with human rights issues. Sensitisation and training programmes designed for functionaries who interact with the public - whether they are in regulatory or development administration - will improve their understanding and perceptions about the human rights issues affecting disadvantaged groups. A medium term consequence could be a reduction in the number of complaints against the government, resulting in time and resources saved.

Overall, a more simplified and expeditious access to grievance redress, a bureaucracy more sensitised to deal with their problems and greater transparency in the implementation of programmes and projects can be expected to improve compliance with international human rights standards and increase public confidence in the bureaucracy and democracy.



1.7 Narrative Description of Outcomes

Aligned with the proposed structure of the NHRC, the project has four outcomes (one for each of the teams or work units within the NHRC) as follows:

1. Institutional Development
2. Human Rights Monitoring And Investigation
3. Human Rights Awareness
4. Human Rights Research Reporting and Policy Development

1.7.1 OUTCOME 1: Institutional Development

The NHRC's secretariat is fully equipped and operational with modern administrative systems, rules and procedures

The primary objective of this outcome is to build the capacity of the NHRC's operational functions –administration, human resources, finance and management - to enable it to become an effective institution. The focus will be on supporting the Commission to develop its organizational vision, strategic plans, budgeting processes and policy as well as building its human resources policies procedures and capabilities. The project will provide technical assistance as well as providing some funds for ICT, equipment and logistics to enable the establishment of an appropriate working environment in the Commission.

Strategic planning coupled with well developed performance targeting and monitoring mechanisms will be critical enablers of effective management and leadership of the Commission. Embedding these systems early in the Commission's existence will facilitate a more orderly and sustainable development of the Commissions functional capabilities and provide long term institutional capability and stability as well as financial accountability. Support will be given to the NHRC to engage international and national experts to assist the Commission to build the necessary expertise to implement these procedures and mechanisms.

Implementing an effective human resources management and training programme will build the expertise of the Commission's staff and support recruitment, promotion, transfer and development opportunities that are administered in a manner which is transparent and merit based. The project will assist the NHRC with the support of a national or international consultant to conduct a formal staff training needs analysis and develop an in-house staff training programme on office procedures, substantive human rights issues as well as job specific skills. In addition, skill development will be enhanced by a peer exchange programme with personnel from other national human rights institutions from the Asia Pacific region.

In order for the Commission to effectively promote and protect human rights across Bangladesh it will need to develop a programme to provide appropriate public accessibility outside Dhaka. Initially, the project would support the Commission with logistical and equipment supports for regional tours by the Commission. In the medium term the project would assist the Commission to establish regional offices in Bangladesh in a planned and coordinated manner with training, technical expertise as well as ICT, equipment and logistical supports.

The project will also assist NHRC members and/or senior staff to participate in well designed and targeted study tours and attend Annual Meetings of the Asia Pacific Forum of National Human Rights Institutions to provide engagement with the regional and international human rights community, share experiences and gain knowledge and lessons learned from other NHRIs.

Key outputs:

- NHRC's organisation structure is designed and implemented
- Strategic planning systems designed and implemented underpinning the NHRC's activities with planning, budgeting and performance measurement (M&E)
- Human Resource Management, policies, structures, systems and procedures developed and implemented
- Regional Offices of the NHRC established and fully operational
- Commission members and Secretary are fully equipped to provide leadership and good management to the NHRC.
- Budgeting and financial management policies, structure, systems and procedures developed and implemented.

1.7.2 OUTCOME 2: Human Rights Monitoring and Investigation

NHRC has developed capacity to efficiently and effectively monitor the human rights situation nationally, and handle complaints (including information gathering and investigations) fairly, independently and in a manner which is responsive to the needs of the NHRC's clients

This aim of this outcome is to support the NHRC to formulate its system of enquiry build its complaint handling and monitoring team for the proper monitoring and investigation of human rights abuses in Bangladesh. The project will assist the NHRC, with experts in complaints handling by NHRIs, to design its complaint handling process, including receiving complaints, reviewing complaints, legal analysis, investigation, decision and action, resolution and follow-up. Process design will be complimented by the development of a comprehensive complaints-handling manual for use by staff of the NHRC as well as wide-ranging training on complaints handling techniques including mediation and conciliation. In addition, the project will support the procurement and installation of appropriate software to enable the Commission to effectively manage its complaint handling and monitoring functions. These activities are designed to support the development of a complaints handling system which is consistent, transparent, effective and efficient.

The project will support the Commission to develop a process, with assistance of short-term international consultants, for effective monitoring of human rights, including in places of detention such as correctional institutions, pre-trial detention, psychiatric institutions, police and military detention facilities as well as in social rehabilitation centres. Process design will be complimented by the development of a comprehensive monitoring manual for use by staff of the NHRC as well as comprehensive training on international best practice human rights monitoring and investigation. In addition, recognising the considerable work already undertaken by NGOs in monitoring and reporting on the human rights situation in Bangladesh, the project will support the Commission to host workshops with NGOs to build collaborative relationships for effective human rights monitoring.

The project would also support well designed and targeted study tours by complaints and monitoring staff to gain an understanding of complaints and monitoring functions of other national human rights institutions.

Further, the project would backstop the Commission's complaints handling functions to provide for Government shortfalls in funding that might inhibit the thorough and timely investigation of complaints especially in the early years of the Commission as it builds its reputation and credibility as an institution that offers effective redress for human rights violations. Project funds would also be provided to enable complainants to receive appropriate legal support (advice, legal costs and ancillary expenses) to facilitate access to the Commission.

Key outputs:

- Efficient and effective complaints process designed
- Internal compliance with the complaints process when investigating, mediating conciliating all complaints
- A monitoring and reporting system designed
- Human rights abuses are effectively monitored and reported in accordance with the monitoring and reporting policy and procedure.

1.7.3 OUTCOME 3: Human Rights Awareness

NHRC has developed capacity to efficiently and effectively undertake human rights education and training and develop a human rights based culture in Bangladesh

The aim of this outcome is to build the NHRC's capacity to raise awareness of both the Commission itself and more importantly the specific human rights issues which the Commission seeks to target. This outcome also seeks to build the Commission's capacity to train trainers in a broad range of government institutions and departments on human rights issues and processes to build systemic human rights training into these institutions.

The project will support the Commission to undertake a detailed baseline study to determine public attitudes and awareness of human rights as well as the Commission's existence and role. This activity will provide critical baseline data which will support the development of appropriate and targeted community education campaigns by the Commission. The study, which will be repeated at year two and year five of the project, will also be a component of the project monitoring and evaluation framework.

The project will support the Commission to design and implement its first comprehensive public education and information strategy with the support of international and national consultants and provide funding for various education campaign tools including mass media resources (TV, radio, etc), fact sheets, website, pamphlets, school kits, posters, events, human rights media awards, and youth human rights advocate competitions.

In order to build awareness in the community of the Commission as well as transparency around its operations, activities and purpose, the project, will support the Commission to organise a number of public meetings, including in at least 20 districts to discuss its Annual Report as well as host annual human rights conferences.

The project will support the Commission to develop a sustainable capacity to plan, conduct and review specialised human rights training programmes (training of trainers, TOT) with selected public institutions. TOT has been shown in other countries to be an effective means of building human rights training into key public institutions such as the police and prisons. The project will assist the Commission with training, facilitated by an international and a national consultant, in TOT techniques and this will be coupled with fellowships, short-term study awards or other assistance to enable NHRC staff to be trained in TOT or human rights education techniques at training centres or other institutions.

Public enquires conducted by NHRIs have been shown to be effective regionally and internationally in investigating, and raising awareness of, systemic patterns of human rights violation. Such public enquiries can highlight systemic issues and build public attention and pressure on specific human rights issues in a way that is not possible through individual complaint resolution. The project will support the Commission to undertake public enquiries with support from international consultants as well as equipment, ICT, and logistical support.

A key component of the project will be to assist the Commission to build its information dissemination strategy. The creation and dissemination of human rights information will be critical to increase the level of understanding of human rights issues in Bangladesh. The project will support the procurement of basic human rights reference material and support the publication of relevant material in Bangla, other necessary ethnic languages, and English. The development of an accessible and information rich website will be supported. The website would also support the complaints handling and monitoring teams by providing an online mechanism for contacting the Commission. Finally, the establishment of a human rights information centre (library) would be supported with acquisitions, library equipment, ICT, a mobile library and librarian training. This would support the Commission to become a beacon of knowledge on human rights, increase community awareness and provide an additional entry point for engagement with NGOs.

Key outputs:

- A comprehensive community education and information strategy developed by NHRC.
- Public awareness of NHRC's existence, mandate and structure improved as well as public awareness of human rights issues targeted by the NHRC
- Development of a sustainable capacity to plan, conduct and review specialised human rights training programmes (training of trainers, TOT) with selected public institutions, including amongst parliamentarians, central and local government officials, police, prison officers, teachers and academic staff, legal profession
- Development of capacity to undertake public inquiries into systemic patterns of human rights violations to expose experiences of violation and develop recommendations for redress
- Development of information management systems and information capacity within the NHRC.



1.7.4 OUTCOME 4: Human Rights Research Reporting and Policy Development

NHRC is capable to conduct high quality, human rights based analysis of legislative proposals, draft laws and existing legislation and administrative practices, with regard to Bangladesh's obligations under international conventions, and to provide high quality policy advice to GoB on human rights matters

The key aims of this outcome are to assist the Commission to develop its legislative review, policy advice and research functions. In carrying out its mandate regarding domestication of international human rights norms, the Commission will need to identify inconsistencies arising from the application of national laws, policies, programmes and practices and the means for these to be harmonised with international standards. The project will assist the Commission to build the necessary capacity to undertake high quality, human rights-oriented analysis of legislative proposals, draft laws and existing legislation with training from an international or national expert with NHRI experience in human rights research practices, procedures and skills.

Given the plethora of colonial as well as post-colonial but pre-constitutional laws, and the absence of any systematic process of updating such laws or ensuring their conformity with international, or indeed national constitutional guarantees of human rights, the Commission is facing a major task in commencing this legislative review process. The project will support the Commission to draw up a clear actionable plan for identification of laws, policies and practices, drawing on ground work already done by existing institutions and organizations by:

- Undertaking initial expert consultations on specific thematic areas or on the operation of specific justice delivery mechanisms or custodial institutions
- Reviewing available literature on the enjoyment of particular rights (for example annual human rights reports produced by national or international human rights organisations), or critiques of and proposals for reform of legislation (Law Commission reports; judgments of the Supreme Court laying down directives for framing laws e.g. on restrictions of arbitrary arrest without warrant)
- Identifying priority areas of through national/sectoral consultations (e.g. on disability rights, on expropriation of property of religious/ethnic minorities)
- Based on the above, preparing reports for policymakers and legislators on key findings and setting out strategic recommendations for law/policy reform

A core function of the Commission will be to provide policy advice to GoB and the National Parliament on human rights matters, including on ratification and adoption of human rights treaties. Persuasive and well researched advice will be critical for encouraging the GoB and Parliament to consider the Commission's advice. The Project will assist the Commission by provide training for commissioners and staff, with the support of an international or national expert, in developing policy advice (using a rights-based approach) in a NHRI context. In addition, the project will provide training for commissioners and staff with the support of an international or national expert, to build advocacy skills in support of policy advice. Given the substantive work of NGOs in Bangladesh in analysing the human rights situation in Bangladesh and advocating change, the project will support the Commissioners and staff to build the NHRC's research output through collaboration and workshops with NGOs and civil society. Research training will be prioritised.

A core function of the Commission will be to prepare and submit reports to UN treaty bodies separate from the reports submitted by GoB and NGOs. The project will assist the Commission by providing training in parallel reporting to UN treaty bodies, and train NGOs and government agencies in their respective roles in reporting under UN human rights treaties. Further, NHRC reporting as part of the UPR process will enable a thorough periodic examination of Bangladesh's human rights situation and the project will support the NHRC to provide such reports in collaboration with civil society through training and workshops

The project will also support well designed and planned study tours to enable Commissioners and relevant Commission staff to gain understanding of how policy and legislative review responsibilities of other national human rights institutions are undertaken.

Key outputs:

- NHRC has developed a methodology for monitoring legal compliance with all international human rights obligations.
- NHRC has developed capacity to provide high quality legal analysis and policy advice to GoB and the National Parliament on human rights matters
- NHRC has developed capacity to provide quality reports under UN human rights treaties and conventions



2. Results Framework

Narrative Summary	Indicators ¹	Means of Verification	Assumptions
<p>UNDAF outcome 1 The human rights of children, women and vulnerable groups are progressively fulfilled within the foundations of strengthened democratic governance</p>			
<p>Development goal: improved promotion and protection of human rights in Bangladesh with a conducive environment for Human Development and realization of the Millennium Development Goals</p>	<p>After an initial increase, % decrease in reported human rights abuses in Bangladesh</p> <p>% increase in awareness of human rights in Bangladesh</p>	<p>Human Rights Monitoring Reports</p> <p>Baseline Survey (repeated at years 2 and 5 of project)</p>	<p>This project can contribute to this goal but improved human rights and human development is dependent on a large number of other political and socio-economic factors and players in the society</p>
<p>Programme purpose: improve the promotion and protection of human rights particularly for disadvantaged and vulnerable groups, such as women, disabled, ethnic minorities and children through institutional capacity development of the National Human Rights Commission</p>	<p>Public awareness and confidence in NHRC improved</p> <p>Overall welfare of disadvantaged and marginalized people in the society improved</p> <p>Enhanced capacity of Commissioners and staff members in office procedures, substantive human rights issues and job specific skills.</p>	<p>Baseline Survey (repeated at years 2 and 5 of project)</p>	<p>Political will of government to provide adequate financial support to, and respect the independence of, the NHRC</p> <p>Availability of development funding in a timely manner</p> <p>National ownership drives the implementation process</p>
<p>OUTCOME 1: Institutional Development</p>			
<p>Key outcome: The NHRC's secretariat is fully equipped and operational with modern administrative systems, rules and procedures</p>	<p>Comprehensive strategic and operational plans, with sufficient operational budget, developed and implemented.</p> <p>A focussed, well-organised and well-performing institution able to fulfil its statutory mandate and responsibilities.</p> <p>Number of staff members trained in office</p>	<p>Baseline survey</p> <p>Human resource management guidelines</p> <p>5 year strategic plan</p>	<p>There is Government funding for sufficient core staff to enable efficient operation of NHRC</p> <p>Government funding for basic office establishment and maintenance costs is sufficient enough for the NHRC to carry out its functions properly</p>

¹ All indicators for public respondents should be disaggregated by gender, ethnicity, and socioeconomic group.

Narrative Summary	Indicators ¹	Means of Verification	Assumptions
	procedures, substantive human rights issues and job specific skills		
1.1 NHRC's organisation structure is designed and implemented	Organisational Structure Plan documented NHRC Organogram developed Job specification for every function created	NHRC Annual Report Organogram Business process manuals	Government resources will be made available to fund staffing of each position in the organogram
1.2 Strategic planning systems designed and implemented underpinning the NHRC's activities with planning, budgeting and performance measurement (M&E)	Strategic Plan Annual work planning procedures well practiced Regular monitoring & evaluation against Strategic Plan (at least annually) implemented Costed plans to support implementation of Strategic Plans established	NHRC Annual Report Work Plans Annual Budget	High level commitment to planning and research within the NHRC
1.3 Human Resource Management, policies, structures, systems and procedures developed and implemented	Human Resources Strategy Paper produced Training Needs Analysis Report % of staff trained according to the formal staff training needs analysis Number of peer exchange programme completed % of staff recruited in accordance with human resources policy (ensuring non-discriminatory recruitment)	NHRC Annual Report Periodic / HR evaluation Training Curriculum Training evaluation reports Travel Records	Funding and personnel made available to establish a Human Resources Department Training Courses are well targeted and designed Willingness of other NHRI in the region to support the peer exchange programme
1.4 Regional Offices of the NHRC established and fully operational.	Number of offices of the NHRC opened and fully operational	Baseline Survey	Regional Offices are located in accessible places

Narrative Summary	Indicators ¹	Means of Verification	Assumptions
1.5 Commission members and the Secretary are fully equipped to provide leadership and good management of the NHRC	% increase in public complaints, and public awareness throughout the country	NHRC Annual Report Financial and human resource record Media reports	Regional Offices will be effectively integrated with the head office and will provide a comparable service Adequate financial resources provided by Government to the NHRC to enable it to open and sustain regional offices
1.6 Budgeting and financial management policies, structure, systems and procedures developed and implemented.	Number of Training Sessions attended Number of Meeting held with senior NHRI practitioners from the region on management and leadership Financial Management Policies and Systems documented % of finance and administration staff trained in NHRC finance management policies	NHRC Annual Report Training Records NHRC Annual Report. Finance Manuals and Procedure Documents	Commission Members and Secretary will build management and leadership skills by meeting with senior NHRI practitioners Financial Management Policies and Procedures will be rigorous to ensure proper allocation and disbursement of NHRC funds Training will be adequate and well resourced
OUTCOME 2: HUMAN RIGHTS MONITORING AND INVESTIGATION			
Key Outcome: NHRC has developed capacity to efficiently and effectively monitor the human rights situation nationally, and handle complaints (including information gathering and investigations) fairly, independently and in a manner which is responsive to the needs of the NHRC's clients	Internationally acceptable standard of complaints mechanism developed and practiced % of complainants satisfied with the NHRC's handling of their complaint Number of public inquiries carried out. Number of recommendations made to Government authorities responsible for management of places of detention	Baseline Survey Complaints Files Monitoring reports Satisfaction Survey Reports of Public Inquiries Media reports	NHRC is provided with sufficient resources, and staff have sufficient capacity, to effectively respond to and address each complaint made to the Commission that is within its jurisdiction Authorities responsible for places of detention will act, where possible, on recommendations made by the NHRC Strong will of GOB to promote human rights for all continues through all government bodies
Outputs:			
2.1 Complaints process designed	Complaints Handling Manual developed Complaints Handling Software installed	Complaints Manual External review of software	Government will not interfere in the NHRC's independence