

**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.

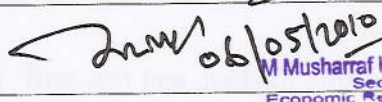
Programme Period:	Five years
Key Result Area (Strategic Plan):	Democratic Governance
Atlas Award ID:	00041978
Start date:	01 <sup>st</sup> May 2010
End Date:	30 <sup>th</sup> April 2015
Management Arrangements	National Execution, by the NHRC

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:

  
 6.5.2010  
 Secretary/ (Joint Secretary)  
 National Human Rights Commission

Agreed by ERD:

  
 06/05/2010  
 M. Musharraf Hossain Bhuiyan  
 Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Government of the People's Republic  
 of Bangladesh

Agreed by UNDP:



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 <sup>1</sup>	Means of Verification	Assumptions
<p><b>UNDAF outcome 1</b></p> <p>The human rights of children, women and vulnerable groups are progressively fulfilled within the foundations of strengthened democratic governance</p>			
<p><b>Development goal:</b> 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><b>Programme purpose:</b> 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><b>OUTCOME 1: Institutional Development</b></p>			
<p><b>Key outcome:</b></p> <p>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>

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



Narrative Summary	Indicators <sup>1</sup>	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 <sup>1</sup>	Means of Verification	Assumptions
	% 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
1.5 Commission members and the Secretary are fully equipped to provide leadership and good management of the NHRC	Number of Training Sessions attended Number of Meeting held with senior NHRI practitioners from the region on management and leadership	NHRC Annual Report Training Records	Commission Members and Secretary will build management and leadership skills by meeting with senior NHRI practitioners
1.6 Budgeting and financial management policies, structure, systems and procedures developed and implemented.	Financial Management Policies and Systems documented % of finance and administration staff trained in NHRC finance management policies	NHRC Annual Report. Finance Manuals and Procedure Documents	Financial Management Policies and Procedures will be rigorous to ensure proper allocation and disbursement of NHRC funds Training will be adequate and well resourced
<b>OUTCOME 2: HUMAN RIGHTS MONITORING AND INVESTIGATION</b>			
<b>Key Outcome:</b> 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 compliant 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
<b>Outputs:</b>			
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



Narrative Summary	Indicators <sup>1</sup>	Means of Verification	Assumptions
		performance	<p>NHRC will be adequately resourced</p> <p>Software will be appropriate for NHRC's immediate and longer term needs</p> <p>Computer literacy of staff is adequate to operate software.</p>
<p>2.2 Internal compliance with the complaints process when investigating, mediating conciliating all complaints</p>	<p>Number of Complaints received and resolved in accordance with the complaints manual</p> <p>% of complainants satisfied with the handling of their complaint by the NHRC</p> <p>Legal Support provided to complainants on a needs basis</p>	<p>Baseline Survey</p> <p>External Performance Evaluation</p> <p>Focus Group Discussions</p> <p>Complainants survey</p> <p>Legal survey report</p>	<p>Sufficient number of staff will be provided</p> <p>Training well designed and targeted</p> <p>Project support for complainants legal expenses will diminish during project period as more Government funding available</p>
<p>2.3 A monitoring and reporting policy and procedure developed</p>	<p>Monitoring Manual developed</p> <p>Monitoring Software installed</p>	<p>Monitoring and case management system records / reports</p> <p>External review of software performance</p>	<p>Software will be appropriate for NHRC's immediate and longer term needs</p> <p>Results of regular monitoring are openly shared for improvement in the system.</p>
<p>2.4 Human rights abuses are effectively monitored and reported in accordance with the monitoring and reporting policy and procedure.</p>	<p>Number of Reports on monitoring of places of detention such as correctional institutions, pre-trial detention, psychiatric institutions, police and military detention facilities</p> <p>% of monitoring staff trained in effective monitoring of human rights in accordance with the monitoring policy</p> <p>Positive and supportive response from Media, NGOs and communities</p>	<p>Monitoring Records</p> <p>Training Records</p> <p>Reports from nations NGOs</p> <p>Media Reports</p>	<p>Government bodies will cooperate fully with NHRC monitoring activities.</p> <p>Updated and effective training will be provided continuously</p> <p>Reports contain accurate and objective information</p>
<p><b>OUTCOME 3: HUMAN RIGHTS AWARENESS</b></p>			
<p><b>Key Outcome:</b></p>	<p>% of people aware of human rights issues</p>	<p>Baseline Study</p>	<p>Civil service, armed forces, police, prison</p>



Narrative Summary	Indicators <sup>1</sup>	Means of Verification	Assumptions
<p>NHRC has developed capacity to efficiently and effectively undertake human rights education and training and develop a human rights based culture in Bangladesh</p>	<p>% of people aware of the NHRC, its existence, role and mandate            % of trainers specially trained within the Bangladesh civil service, armed forces, police, prison staff, judiciary, teachers and academic institutions, media, community based organisations and non-governmental organisations, and where feasible, other personnel in these sectors, trained in human rights.</p>	<p>Focus group discussions            Surveys of civil service, armed forces, police, prison staff, judiciary, teachers and academic institutions, media            Media Items</p>	<p>staff, judiciary, teachers and academic institutions, media will be receptive of TOT from NHRC and will effectively integrate human rights components into their own training programs.            Awareness Campaigns will be professionally prepared and maximise its geographic and demographic outreach</p>
<b>Outputs:</b>			
<p>3.1 A comprehensive community education programme and information/ communication strategy developed by NHRC.</p>	<p>Community information / communication strategy developed            % of NHRC staff trained in public awareness raising and other human rights promotion skills.            % of NHRC staff trained in communication skills</p>	<p>Information / Communication Policy            Baseline Survey            Training Records            NHRC Annual Report            Media Reports</p>	<p>Underlying public interest in human rights issues            Government resources for education and awareness campaigns provided.</p>
<p>3.2 Community education programme effectively implemented raising awareness of the NHRC existence, mandate and structure as well as human rights issues targeted by the NHRC</p>	<p>% of people aware of human rights issues in Bangladesh            % of people aware of the NHRC, its existence, mandate and structure            Number of media activities            Number of enquiries and complaints to the NHRC</p>	<p>Baseline Survey            Focus Groups Interview            Media activity records            Records of enquiry and complaints received</p>	<p>NHRC will collaborate effectively with NGOs and civil society to build human rights awareness across the country            Media activities are well designed and targeted</p>
<p>3.3 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,</p>	<p>Number of training sessions held by new TOT            % increase in awareness of the relevance of human rights issues in the performance of role amongst parliamentarians, central and local government officials, police, prison officers, teachers and academic staff, legal profession</p>	<p>Baseline Survey            Focus Group Interviews            Training Records            Training Session Evaluation Reports</p>	<p>Effective cooperation and active participation from civil service, armed forces, police, prison staff, judiciary, teachers and academic institutions and media</p>



Narrative Summary	Indicators <sup>1</sup>	Means of Verification	Assumptions
<p>teachers and academic staff, legal profession and judiciary, and media.</p>	<p>and judiciary, and media % of NHRC education staff with internationally accredited TOT qualifications</p>		
<p>3.4 Development of capacity to undertake public inquiries into systemic patterns of human rights violations to expose experiences of violation and develop recommendations for redress</p>	<p>Number of Public Inquiries Held Number of Recommendations made</p>	<p>Public Enquiry Report Enquiry Session Minutes</p>	<p>Individuals prepared to attend public enquiries. Appropriate measures to ensure the safety of individuals giving evidence at public enquiries. No Government interference in the public enquiry process.</p>
<p>3.5 Development of information management systems and information capacity within the NHRC.</p>	<p>% of people aware of the establishment of a human rights information and documentation centre Number of visitors to the human rights information and documentation centre who found the centre well resourced and useful % of people who are aware of human rights materials published by the NHRC Number of visitors to the mobile library</p>	<p>Baseline Survey Focus Group Interviews Visitor records &amp; feedback records NHRC Annual Report Library reports</p>	<p>Sufficient finances available to establish a human rights resource centre Dedicated human rights resource centre is a useful adjunct to existing available literature</p>
<p><b>OUTCOME 4: HUMAN RIGHTS RESEARCH, REPORTING AND POLICY DEVELOPMENT</b></p>			
<p><b>Key Outcome:</b> 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</p>	<p>Number of pieces of legislation reviewed by NHRC for consistency with international human rights standards. Number of laws passed, or amendments made to legislation, by Parliament consistent with Bangladesh's obligations under international conventions and treaties. Number of well-researched and persuasive human rights policy advices to government including on recommendations from the UPR</p>	<p>Legislative Records Government Gazette UN General Assembly Records Treaty monitoring body reports NGO reports UPR report</p>	<p>Government willingness to receive and act on recommendations from the NHRC by enacting legislative amendments NGO and stakeholder cooperation with NHRC in reporting to treaty monitoring bodies</p>



Narrative Summary	Indicators <sup>1</sup>	Means of Verification	Assumptions
	Process. Number of relevant and well-received reports to international treaty monitoring bodies.		
<b>Outputs:</b>			
4.1 NHRC has developed a methodology for monitoring legal compliance with all international human rights obligations	Number of bills, existing acts and regulations reviewed by the NHRC Number of recommendations for legislative reform made by the NHRC % of human right academics aware of NHRC research output	Baseline Survey Focus Group Interview Media Reports UN records	Government willingness to amend legislation for conformity with international legal obligations
4.2 NHRC has developed capacity to provide high quality legal analysis and policy advice to GoB and the National Parliament on human rights matters	Number of human rights research and policy papers produced Number of Parliamentary discussions on NHRC recommendations	Annual Report Government Gazette Media Reports	Civil Society support for Government action in accordance with NHRC advice Consensus on importance of human rights issues has been built within the Govt and public institutions
4.3 NHRC has developed capacity to provide quality reports under UN human rights treaties and conventions	% of international stakeholders who consider that the NHRC's reports are equal to international best practice for NHRIs Steady improvement in compliance of Bangladesh for international convention and treaties. Number of training sessions conducted by NHRC for government officials on reporting to treaty bodies under international human rights instruments.	Focus Group interviews Evaluations of Training by participants NGO Annual Reports Treaty Body Reports	There is Government receptiveness to NHRC training on treaty body reporting.



### 3. IMPLEMENTATION

#### 3.1 Outputs and Activities

<b>OUTCOME 1: Institutional Development</b>	
<b>Key Outcome:</b> The NHC's secretariat is fully equipped and operational with modern administrative systems, rules and procedures	
<b>Outputs:</b>	<b>Indicative Activities</b>
1.1 NHC's organisation structure is designed and implemented	<p>Activity 1.1.1 Support the NHC to design the Commission's organisational structure drawing on experience from a NHC practitioner from the region</p> <p>Activity 1.1.2 Assist the NHC to develop a work plan for the staged implementation of the organisation structure</p> <p>Activity 1.1.3 Assist the NHC to establish goals, performance targets and monitoring mechanisms for work units/Departments</p> <p>Activity 1.1.4 Assist the NHC to recruit staff in accordance with the organisation chart including preparing Rules, ToRs, position descriptions, and advice on recruitment best practices</p>
1.2 Strategic planning systems designed and implemented underpinning the NHC's activities with planning, budgeting and performance measurement (M&E)	<p>Activity 1.2.1 Support the NHC, with the guidance of a NHC practitioner from the region, to develop a five year strategic plan following a consultative process with key stakeholders</p> <p>Activity 1.2.2 Assist the NHC to develop and implement an annual planning cycle for the NHC, which delivers strategic direction through objective setting, budget estimates, targets and measurement for the achievement of the strategic plan</p> <p>Activity 1.2.3 Provide leadership and management training supported by international or national experts to assist implementation and management of the strategic plan</p> <p>Activity 1.2.4 Support the NHC to develop communication, reporting and management strategies for harmonizing activities between the Commission's functional teams</p> <p>Activity 1.2.5 Support the NHC to network nationally, regionally and internationally in relation to the Commission's identified human rights priorities</p> <p>Activity 1.2.6 Provide the NHC with support for office alternations, equipment, furniture and IT as required to implement the strategic plan and annual plans</p>
1.3 Human Resource Management, policies, structures, systems and procedures	<p>Activity 1.3.1 Assist the NHC to design its human resource (HR) management policies, procedures, skill training strategy and systems with expertise from human resources specialists</p>



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<p>developed and implemented</p>	<p>Activity 1.3.2 Assist the NHRC to review and revise the HR system and policies and their implementation annually with the support of a human resources specialists</p> <p>Activity 1.3.3 Assist the NHRC with the support of a national or international consultant to conduct a formal staff training needs analysis to determine staff training needs, and design of in-house staff training programme on human resource policies, procedures, and job specification.</p> <p>Activity 1.3.4 Provide a staff training programme on office procedures, substantive human rights issues, job specific skills and other issues emerging from the formal staff training needs analysis.</p> <p>Activity 1.3.6 Facilitate peer exchange programme with personnel from other national human rights institutions from the Asia Pacific region</p> <p>Activity 1.3.7 Provide training in merit based recruitment and the elimination of discriminatory recruitment practices.</p> <p>Activity 1.3.8 Support the NHRC to develop and implement performance monitoring and evaluation frameworks for effective management of the Commission</p>
<p>1.4 Regional Offices of the NHRC established and fully operational.</p>	<p>Activity 1.4.1 Support the Commission to develop a comprehensive accessibility plan to formalise accessibility at divisional and district level throughout the country with advice from international NHRI.</p> <p>Activity 1.4.2 Provide logistical and equipment supports for regional tours by the Commission prior to establishment of regional offices.</p> <p>Activity 1.4.3 Support the Commission to establish its first regional office as a pilot with logistical, ICT, equipments and technical expertise</p> <p>Activity 1.4.4 Provide the Secretary and Commissioners with training conducted by experienced NHRI practitioners on management and leadership of regional offices and best practices</p> <p>Activity 1.4.5 Undertake an external review of the pilot regional office after one year to assess compliance with head office procedures, effectiveness, efficiency and accessibility</p> <p>Activity 1.4.6 Provide the Commission with equipment, ICT, and technical expertise to support the establishment of regional offices nationwide</p> <p>Activity 1.4.7 Support the Commission to undertake an annual External Performance Evaluation of each regional office to assess compliance with head office procedures, effectiveness, efficiency and accessibility</p>
<p>1.5 Commission members and the Secretary are fully equipped to provide leadership and good management to the NHRC</p>	<p>Activity 1.5.1 Provide the NHRC Secretary and Commissioners with regular periodic training in NHRI management and administrative systems supported by international experts with extensive NHRI expertise</p> <p>Activity 1.5.2 Facilitate engagement with senior NHRI practitioners from the region to assist Commissioners to build necessary skills to manage and operate the Commission, conduct public inquiries and develop relationships with government, community sectors, judiciary and the media</p> <p>Activity 1.5.3 Assist NHRC members and/or senior staff to attend Annual Meetings of the Asia Pacific Forum of National Human Rights Institutions</p>



	<p>Activity 1.5.4 Arrange a series of study tours for the Secretary and responsible Commissioner to gain knowledge in management and administration of other national human rights institutions</p>
<p>1.6 Budgeting and financial management policies, structure, systems and procedures developed and implemented.</p>	<p>Activity 1.6.1 Assist the NHRC to design its budgeting and financial management policies, structure, systems and procedures with expertise from accounting and financial management specialists</p> <p>Activity 1.6.2 Assist the NHRC to review and revise the Financial Management system and policies and their implementation annually with the support of a human resources specialists</p> <p>Activity 1.6.3 Provide a staff training programme on budgeting and financial management to ensure adequate financial resources to enable the NHRC to implement its strategic plan and annual plans.</p>





<p><b>OUTCOME 2: HUMAN RIGHTS MONITORING AND INVESTIGATION</b></p>	
<p><b>Key Outcome:</b>          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</p>	
<p><b>Outputs:</b></p> <p>2.1 Efficient and effective complaints process designed</p> <p>2.2 Internal compliance with the complaints process when investigating, mediating conciliating all complaints</p> <p>2.3 A monitoring and reporting system designed</p>	<p><b>Indicative Activities</b></p> <p>Activity 2.1.1 Support the NHRC, with experts in complaints handling by NHRIs, to design its monitoring and complaint handling process, including receiving complaints, reviewing complaints, legal analysis, investigation, decision and action, resolution and follow-up</p> <p>Activity 2.1.2 Support development of a complaints-handling manual for use by staff of the NHRC. The activity will be facilitated by a short-term consultant.</p> <p>Activity 2.1.3 Undertake a process to determine, procure and install appropriate software for the monitoring and complaints handling systems, facilitated by an experienced short-term international consultant.</p> <p>Activity 2.2.1 Provide ongoing periodic trainings to Commission staff in complaints handling (especially mediation and conciliation techniques) by international experts</p> <p>Activity 2.2.2 Support the assessment of the effectiveness of the complaints handling system and compliance with the system through annual external performance evaluation</p> <p>Activity 2.2.3 Support implementation of any recommendation arising from the annual performance evaluation on the complaints handling system</p> <p>Activity 2.2.4 Provide financial support to the Commission to ensure adequate resources for the investigation of complaints in accordance with the complaints process</p> <p>Activity 2.2.5 Provide legal support (advice, legal costs and ancillary expenses) for aggrieved people whose complaints are being considered by the NHRC.</p> <p>Activity 2.3.1 Support development of a system for monitoring 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, with assistance of a short-term international consultant or</p>



<p>2.4 Human rights abuses are effectively monitored and reported in accordance with the monitoring and reporting policy and procedure.</p>	<p>consultants experienced in human rights monitoring by national institutions.</p> <p>Activity 2.3.2 Support developing a monitoring manual and resource tools for NHRC staff responsible for monitoring and reporting</p> <p>Activity 2.4.1 Provide ongoing periodic trainings to Commission staff in human rights monitoring with assistance of experienced NHRI practitioners</p> <p>Activity 2.4.2 Support periodic assessments of monitoring practices</p> <p>Activity 2.4.3 Facilitate workshops between the NHRC and NGOs undertaking human rights monitoring to ensure appropriate collaboration and resource sharing</p> <p>Activity 2.4.4 Facilitate study tours for head of complaints and monitoring team and the responsible Commissioner to gain experience in complaints and monitoring functions of other national human rights institutions.</p>
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<p><b>OUTCOME 3: HUMAN RIGHTS AWARENESS</b></p> <p><b>Key Outcome:</b> NHRC has developed capacity to efficiently and effectively undertake human rights education and training and develop a human rights based culture in Bangladesh.</p>	
<p><b>Outputs:</b></p> <p>3.1 A comprehensive community education and information strategy developed by NHRC.</p>	<p><b>Indicative Activities</b></p> <p>Activity 3.1.1 Assist in developing the NHRC's first comprehensive public education and information strategy, with support from international and national consultants (media / public campaign experts as well as human rights advocacy experts)<sup>2</sup></p> <p>Activity 3.1.2 Assist in conducting a detailed baseline study in at least 15 districts to determine public attitudes to human rights and awareness of NHRC through participatory research methods and survey approaches.</p> <p>Activity 3.1.3 Provide training for Commissioners and appropriate staff in public education and communication by experts</p>
<p>3.2 Public awareness of NHRC's existence, mandate and structure improved as well as public awareness of human rights issues targeted by the NHRC</p>	<p>Activity 3.2.1 Assist in developing various programmes such as mass media resources (TV, radio, etc), fact sheets, website, pamphlets, posters, events, human rights media award, and youth human rights advocate competitions, to promote specific human rights issues and the existence of NHRC.</p> <p>Activity 3.2.2 Support the implementation of a series of human rights public awareness campaigns, including employing field co-ordinators to facilitate inclusion of human rights component in literacy programmes.</p> <p>Activity 3.2.3 Support the NHRC to organise and host annual human rights conferences.</p> <p>Activity 3.2.4 Support the NHRC to organise a number of public meeting, including in at least 20 districts to discuss NHRC's Annual Report</p> <p>Activity 3.2.5 Provide training in information management and communication for partnership building, public</p>

<sup>2</sup>Community Education strategy would include: scope of activities of a public affairs/information unit, community information strategies and priorities, use of professional associations; relationships with government, academic and community sectors; the media and advocacy side of general inquiry processes; publications policies and programmes and media training strategy.



	awareness campaign, information dissemination as well as media relations
<p>3.3 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</p>	<p>Activity 3.3.1 Organise training of selected staff of NHRC, professional associations and NGO representatives in TOT techniques facilitated by an international and a national consultant.</p> <p>Activity 3.3.2 Provide fellowships, short-term study awards or other assistance to enable NHRC staff to be trained in TOT or human rights education techniques at internationally accredited training centres or with other well-established national human rights institutions.</p> <p>Activity 3.3.3 Arrange study tour(s) for head of education and information team and the responsible Commissioner to gain experience in public education campaigns and information management systems of NHRI in the region.</p> <p>Activity 3.3.4 Conduct periodic training sessions of selected groups such as parliamentarians, central and local government officials, police, prison officers, teachers and academic staff, legal profession and judiciary, media community groups and NGOs (where appropriate in conjunction with national professional associations and international partners).<sup>3</sup></p>
<p>3.4 Development of capacity to undertake public inquiries into systemic patterns of human rights violations to expose experiences of violation and develop recommendations for redress</p>	<p>Activity 3.4.1 Assist in developing the NHRC's Public Inquiry Strategy Paper with support from international and national consultants</p> <p>Activity 3.4.2 Provide training for NHRC staff in undertaking public inquiries supported by international and national consultants</p> <p>Activity 3.4.3 Support the NHRC to undertake public inquiries with equipment, ICT, logistical support and technical expertise.</p>
<p>3.5 Development of information management systems and information capacity within the NHRC.</p>	<p>Activity 3.5.1 Assist the NHRC to assess the organisational needs of its information management capacity in line with the comprehensive public education and information dissemination plan and compatible with complaints and monitoring information database(s).</p> <p>Activity 3.5.2 Procure basic human rights reference materials including those necessary for the NHRC to draft its own public information materials.</p> <p>Activity 3.5.3 Publish basic human rights materials (in Bangla, other necessary ethnic languages, and English) as identified in the comprehensive public education and information dissemination plan.</p> <p>Activity 3.5.4 Provide necessary ICT equipment and technical expertise to build the NHRC's information management capacity and the development of a website.</p> <p>Activity 3.5.5 Assist the NHRC to establish a publicly available and accessible human rights information centre by supporting acquisitions, library equipment, ICT, a mobile library and librarian training.</p>

<sup>3</sup> For the first round of each group, it is suggested that the training will be conducted jointly by a staff member of the NHRC, an NGO representative and a national or international expert, but thereafter the NHRC staff and national NGO representatives and experts will conduct the training.



<b>OUTCOME 4: HUMAN RIGHTS RESEARCH REPORTING AND POLICY DEVELOPMENT</b>	
<p><b>Key Outcome:</b> 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</p>	
<p><b>Outputs:</b></p> <p>4.1 NHRC has developed a methodology for monitoring legal compliance with all international human rights obligations</p>	<p><b>Indicative Activities</b></p> <p>Activity 4.1.1 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.</p> <p>Activity 4.1.2 Assist the NHRC to develop a research and advocacy strategy paper for legislative and administrative review consistent with the NHRC's strategic plan with support from an international advisor.</p> <p>Activity 4.1.3 Assist the NHRC to develop annual work plans to implement of the research and advocacy strategy with support of short-term national and international advisers</p> <p>Activity 4.1.4 Facilitate study tours for head of legislation and policy team and responsible Commissioner to gain experience in carrying out policy and legislative review responsibilities of other national human rights institutions (with debrief and lessons learnt sharing).</p>
<p>4.2 NHRC has developed capacity to provide high quality legal analysis and policy advice to GoB and the National Parliament on human rights matters</p>	<p>Activity 4.2.2 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</p> <p>Activity 4.2.2 Provide training for commissioners and staff with the support of an international or national expert, to build advocacy skills in support of policy advice</p> <p>Activity 4.2.3 Support the Commissioners and staff to build the NHRC's research output through collaboration with NGOs and civil society.</p> <p>Activity 4.2.3 Support NHRC to conduct workshops with NGOs, academics and other civil society organisations in order to develop the NHRC's research and policy output and the capacity of staff and Commissioners</p>
<p>4.3 NHRC has developed capacity to provide</p>	<p>Activity 4.3.1 Assist the NHRC to build capacity to prepare parallel reports for UN treaty bodies, and to train NGOs and government agencies in their respective roles in reporting under UN human rights treaties with support</p>



quality reports under UN human rights treaties and conventions

from international and national expert

Activity 4.3.2 Support NHRC to provide stakeholder reports through collaboration with civil society for the UPR process with training and workshops

Activity 4.3.3 Provide training of government officials and NGO representatives on reporting to treaty bodies under international human rights instruments facilitated by a short-term international consultant and national resource people. Training on the two major international covenants for each of three years.

Activity	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	
Activity 4.3.2	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000
Activity 4.3.3	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000	2000000

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### 3.2 Budget

The project budget on an outcome level basis is as follows:

Outputs:	Total (sum)	Year 1	Year 2	Year 3	Year 4	Year 5
OUTCOME 1: CORPORATE DEVELOPMENT	\$1,724,906.25	\$447,781.25	\$376,781.25	\$305,781.25	\$346,781.25	\$247,781.25
OUTCOME 2: HUMAN RIGHTS MONITORING AND INVESTIGATION	\$1,141,906.25	\$263,781.25	\$307,781.25	\$275,781.25	\$185,781.25	\$108,781.25
OUTCOME 3: HUMAN RIGHTS AWARENESS	\$1,417,906.25	\$267,781.25	\$302,781.25	\$345,781.25	\$263,781.25	\$237,781.25
OUTCOME 4: HUMAN RIGHTS REPORTING AND POLICY DEVELOPMENT	\$874,406.25	\$216,781.25	\$251,781.25	\$187,781.25	\$127,781.25	\$90,281.25
Project Management	\$662,202	\$132,440.40	\$132,440.40	\$132,440.40	\$132,440.40	\$132,440.40
Project Equipment	\$315,000	\$63,000.00	\$63,000.00	\$63,000.00	\$63,000.00	\$63,000.00
Project Costs, Sundries GMS	\$807,444.04	\$161,488.81	\$161,488.81	\$161,488.81	\$161,488.81	\$161,488.81
<b>Total:</b>	\$6,943,771.04	\$1,736,546.65	\$1,596,054.21	\$1,472,054.21	\$1,281,054.21	\$1,041,554.21

Detailed activity based budgets are included in Annexure IV.



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### 3.3 Management Arrangements

#### 3.3.1 Implementation Strategy

The NHRC, as the implementing partner, will implement the project and ensure efficient and transparent administration and management of project fund. The Commission will have overall responsibility for delivering project outputs and for management of project resources through the National Project Director (NPD). The Commission will be supported in the management of project resources by a Project Support Board and Project Monitoring Committee. A Project Management and Technical Expertise Team (PMT), managed by a Project Manager under the Supervision of the NPD, will be established to implement the project. The structure of the management arrangements are designed to be consistent with, and supportive of, the NHRC own structure (see Figure 1).

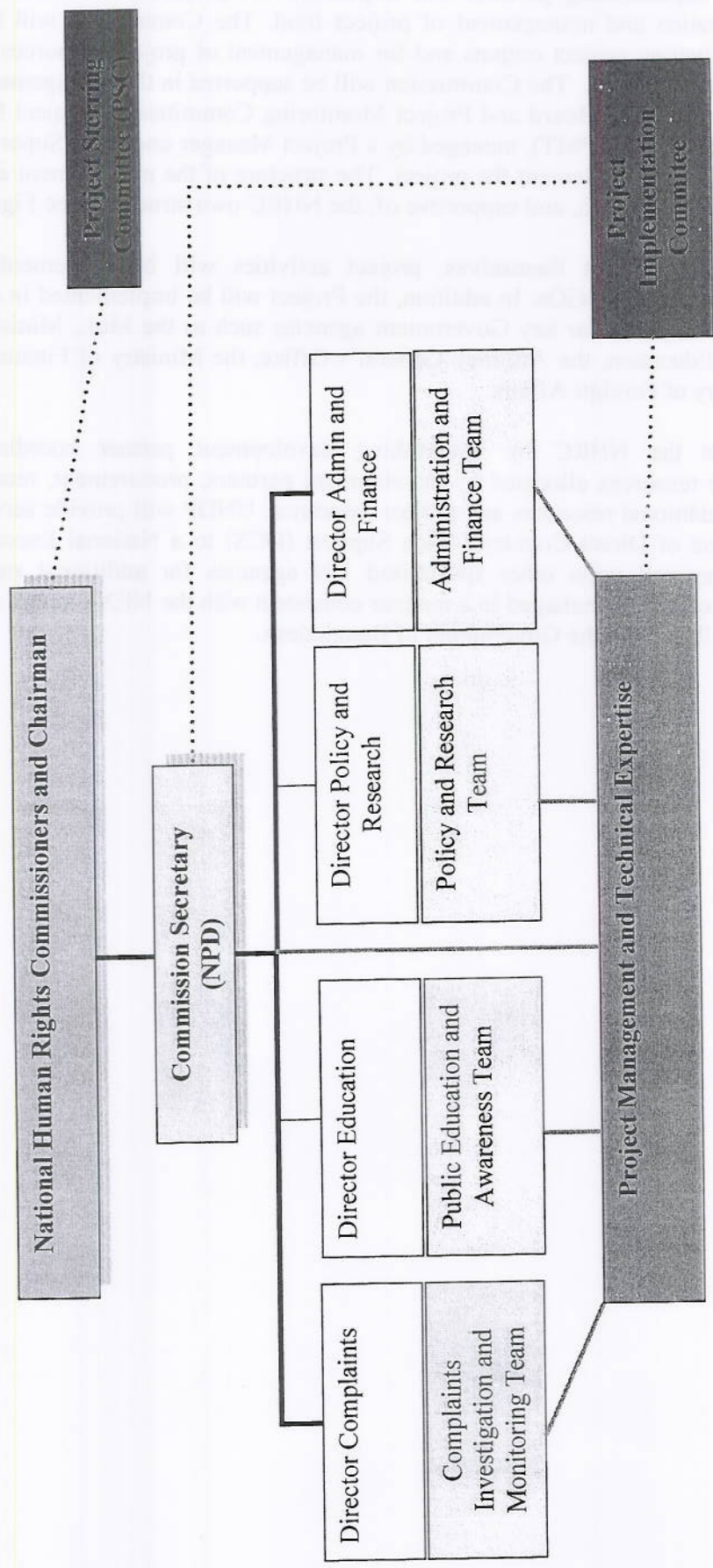
Wherever opportunities present themselves, project activities will be implemented in close partnership with human rights NGOs. In addition, the Project will be implemented in coordination with the Government in particular key Government agencies such as the MoL, Ministry of Home Affairs, Ministry of Education, the Attorney General's Office, the Ministry of Finance (including ERD) and the Ministry of Foreign Affairs.

UNDP will support the NHRC by undertaking development partner coordination, joint administration of the resources allocated by development partners, procurement, recruitment and the mobilisation of additional resources and project assurance. UNDP will provide service delivery under the arrangement of Direct Country Office Support (DCS) to a National Execution (NEX) modality. UNDP may call upon other specialised UN agencies for additional support where necessary. This project will be managed in a manner consistent with the NEX manual or any future agreement between UNDP and the Government of Bangladesh.



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Figure 1 NHRC Structure with Project Management Arrangements





### 3.3.2 Project Steering Committee (PSC)

A Project Steering Committee, chaired by the Chairman of the NHRC will be the highest level policy and oversight body for the project. It will provide policy guidelines, review progress against targeted results, and ensure coordination with other national initiatives and development projects. The PSC will meet Bi-Annually and will receive reports from the NPD. The Project Team shall act as Secretariat.

The main responsibilities of the Project Steering Committee are:

- Review reports from the NPD and provide policy direction;
- Approve annual work plan including budget
- Provide oversight and review progress against targeted results;
- Review annual Indicators as described in the logical framework;
- Provide policy guidelines adjusted to meet changing management needs;
- Review project evaluation/review findings and recommendations; and
- High level Project Assurance;
- Recommend actions to reflect new or changed policy directions in national planning documents; and
- Provide policy direction, inter-ministerial coordination and cross-sectoral coordination; and
- Approve any substantive revisions of the Project work plan.

Given the important roles that the Government, and civil society organisations all have in ensuring human rights implementation, it is important that all these parties contribute to the overall delivery of the project. This will ensure not just that appropriate project management milestones are managed and completed, but also that cooperation on the human rights issues highlighted by the NHRC through the project is maintained throughout the project term. The steering committee will have the following membership:

- NHRC Chairman (chair)
- NHRC members
- National Project Director (Ex Officio, Member Secretary)
- Representatives (at joint secretary level ) of Ministry of Law, Justice and Parliamentary Affairs, Ministry of Home, Ministry of Education, Ministry of Social Welfare, the Ministry of Finance, including ERD, IMED, Planning Commission. the Ministry of Foreign Affairs, Ministry of Women and Children's Affairs, and the Ministry of Chittagong Hill Tracts
- UNDP Country Director or his/her nominee
- Donor representative who may be rotated annually as agreed by the donors (all donors may attend Project Steering Committee meetings as observers)
- A representative of Civil Society chosen by human rights NGOs themselves or, in default, by the NHRC

Government officials will be paid an honorarium from the Government contribution for their attendance as per the agreed guidelines.

### 3.3.3 National Project Director

The NPD is a key post and will be held by the NHRC's Secretary or in absence of the Secretary a person of equivalent stature within the Commission appointed by the NHRC Chairman. The NPD is responsible for overall management of the Project including substantive financial and administrative matters. If the NPD is absent due to illness, or any other cause or unable to perform





the functions of NPD, then the Chairman shall, subject to the NEX Manual, appoint another member of the NHRC to fulfil the functions of NPD.

The key responsibilities of the NPD include:

- Assuming overall responsibility for the successful execution and implementation of the project, and accountability to National Human Right Commission, and UNDP for the proper and effective use of project resources.
- Open and operate project bank account and petty cash account as per NEX Manual
- Ensuring that prior obligations and prerequisites of the Government to the project are met.
- Ensuring timely recruitment and supervision of the project personnel.
- Ensuring timely mobilization of project
- Ensuring the project budget is regularly updated so that it reflects the current status of financial delivery and estimated requirements for the future quarters and years as accurately as possible
- Identifying and obtaining any support and advice required for the management, planning and control of the project;
- Ensuring timely submission of required reports, including Inception Reports, workplans, Progress Reports, Financial Reports, Annual Project Report and technical reports of consultants, study tor/ training reports.
- Participating in monitoring, review and evaluation of the project and all other policy related meetings.
- Delivering project outputs and deliverables as outlined in the project document.
- Establishing effective working relationships with UNDP and other implementing agencies, and with other officials and entities with which the project must interact.
- Coordinating and maintaining liaison with other development partners whose support is critical to achieving outcomes of the project intervention

### 3.3.4 Project Management and Technical Expertise Team (PMT)

Project management and implementation can be a complex undertaking for an executing agency, especially a fledgling one like the NHRC. A key requirement for effective implementation is having a strong management supporting system in place. UNDP, will therefore, support the NHRC to develop the necessary coordinating and management capacity to execute the project successfully.

UNDP supported projects are primarily focused on building and strengthening national institutions and the formulation of relevant policies for achieving development goals. Hence project management, will reside with the NHRC. The NHRC will initially implement the project with support from a Project Management and Technical Expertise Team (PMT) headed by a Project Manager under the supervision and guidance of the NPD. Throughout the life of the project, given its comprehensive capacity development focus, knowledge and skill will be transferred from the PMT to the NHRC structure and staff gradually.

A mid-term review, at the end of year two of the project will be conducted to assess the capacity of NHRC and decide whether there is a need to maintain the PMT for the balance of the project and if so what would be the appropriate staff composition. In addition, during inception phase an exit strategy for PMT will be elaborated with annual benchmarks, which will be monitored by the steering committee. Annual workplans will be developed mindful of the need to transfer skills from the PMT to the NHRC. A project management system would enable the NHRC to organize planning, budgeting, mobilization of inputs, implementation of activities, monitoring, and reporting in a systematic and efficient manner.

The PMT will be located at the NHRC with the following staff: Project Manager, Monitoring and Evaluation Officer, Assistant (Finance and Administration), Office Assistant, and Driver. The positions of Project Officer, Office Assistant and Driver will be recruited by the NHRC. The



balance of the positions will be selected by jointly by UNDP and the NHRC yet under UNDP contract. The staffing of the PMT may be adjusted by the Project Steering Committee as required.

### 3.3.5 Project Manager

The Project Manager (PM), an international professional, will work under supervision and guidance of the NPD to lead the PMT. His/her prime responsibility is to provide technical expertise to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The main responsibilities of the PM are:

- Ensure, in consultation with NPD, technical soundness of project activities and achievement of project outputs and outcomes;
- Support the NPD on policy related issues;
- Assist NPD by providing day to day management of the project, including in administrative and financial affairs;
- Liaison with concerned GoB agencies and counterparts;
- Formulate, operationalize and maintain monitoring and evaluation process of the project under supervision of the NPD;
- Prepare various required reports including Progress reports, Financial Reports, Annual Progress Report (APR), etc. and organize timely completion of technical reports under supervision of the NPD.
- Organize tripartite review meetings and evaluation, and prepare documentation in consultation with the NPD.

### 3.3.6 Project Implementation Committee

A **Project Implementation Committee (PIC)** will support high quality implementation of the project. The difference between the PSC and the PIC is that the latter is focused on ensuring provision of necessary and critical supports and services from various stakeholders and development partners for effective implementation of the project.

The NPD will chair the PIC. Other members will be UNDP and the Project Manager. The PIC will also include representatives from ERD, IMED and Planning Commission,

The PIC will meet once every two months and the main implementation issues discussed will be minuted and disseminated by the NPD.

Government officials will be paid an honorarium from the Government contribution for their attendance as per the agreed guidelines.

The PIC will report to the NPD for the results stipulated in the Project Document and annual work plan and also guide the Project Manager on implementation issues. The Board will also undertake project reviews annually, or as necessary when raised by the NPD.

The PIC is responsible for:

- Reviewing and monitoring the progress of annual work plan and budget;
- Reviewing quarterly work plans and quarterly expenditure estimates;
- Reviewing bi-monthly procurement and human resource plans and confirming the procedures and progress



- Supporting compliance with regulations and rules;
- Supporting the project to deliver its targeted outputs and objectives;
- Facilitating project reviews and evaluations to assist project assurance for performance improvement, accountability and learning.

### 3.4 Monitoring Framework and Evaluation

Monitoring and Evaluation will be key component of the project focussing on impact and aid effectiveness. Support will be given to the NHRC to develop its monitoring and evaluation skills. Monitoring and Evaluation will be conducted in a manner consistent with the overall management arrangements (see previous section).

The PMT has the primary responsibility for monitoring and evaluation. The team will prepare periodic reporting and provide support to all monitoring and evaluation activities. The focal person within the Project Team will be the Monitoring and Evaluation Officer, who will ensure that monitoring and evaluation is professionally conducted and clearly linked to the Project Document. The officer will also be responsible to consult closely with the NHRC and UNDP on the drafting and finalisation of all major monitoring and evaluation products. The Monitoring and Evaluation Officer will also monitor the results and lessons learned of study tours and international/domestic travel to ensure value for money and knowledge sharing.

The PMT will update risk logs on a quarterly basis (see ANNEX I for initial risk log). Periodic analysis of risks and identification of risk mitigation is a critical exercise given the overall risk of outside influence on NHRC activities and the level of political will and commitment. The PMT will update and disseminate lessons learned, including assisting UNDP with global lessons learned exercises.

The following documents will be produced:

- Quarterly Reports
- Annual Reports
- Programme Completion Report
- Other reports as needed

Independent and external reviews, audits and evaluations will also be facilitated by the Project Team. These include:

- **Survey**

A nation-wide, face-to-face baseline human rights survey will be conducted to ascertain knowledge of and attitudes towards the national human rights among randomly selected members of the public (as beneficiaries) will be conducted. A section of the survey will assess awareness of the existence of the Commission, its functions and how well it is performing. The survey will be repeated at the end of year two and at the end of the project to measure the contribution made by the commission in raising awareness about human rights and reducing human rights violations around the country.



- **Audits**



All UNDP assisted NEX programmes are subject to audit at least once in their lifetime. They are normally audited annually by the Comptroller and Auditor General of the Government of Bangladesh, represented by the Foreign Aided Projects Audit Directorate (FAPAD). The Project may be subject to audit at any point in time by the auditors of UNDP, or any other auditors appointed by UNDP in consultation with ERD. The conduct and management of audit is guided by relevant provisions of the NEX manual.

- **ERD reviews**

### **3.5 Evaluation**

- **Mid Term Review**

Given the fledgling nature of the NHRC, it will be critical to review the progress of the project on the second anniversary of the project's commencement. Of critical focus, will be an examination of the NHRC's developed capacity, GOB support for the NHRC (including respect for its independence), the effectiveness of the PMT and whether it is required for the balance of the project. Also the review will develop recommendations and design activities for the remaining two years of the project. The costs of monitoring and evaluation will be met out of project funds. The review will be undertaken by UNDP with the support of donor partners. Additional project reviews may be conducted during the life of the project upon the request of UNDP, international donor partners, the NHRC or GOB.

- **Terminal Report**

Six months before the end of the project, the NPD will prepare a draft terminal report of the project. The draft will be discussed in the terminal PIC meeting. The Report will advise whether the conditions exist for the conclusion of the project or whether a second phase is required. The terminal report will be finalised and submitted to UNDP. UNDP will circulate the report to all the parties concerned and decide whether to continue the project or any component thereof.

### **3.6 Procurement**

All goods and services will be planned in accordance with the annual work plan prepared by the NHRC and UNDP. Each annual work plan shall allocated responsibility for the procurement of each of the goods and services set out in the plan . Each year the plan will be discussed and decision will be taken accordingly.



#### 4. Quality Management for Project Activity Results

Quality management for Output level results will be recorded using the following format and information from the Results Framework.

<b>OUTPUT 1:</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID</i>	Start Date: End Date:
<b>Purpose</b>	<i>What is the purpose of the activity?</i>	
<b>Description</b>	<i>Planned actions to produce the activity result.</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>

#### 5. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

#### 6. Government Contributions

The Government of Bangladesh will provide in kind contribution and cash contribution for CD VAT (up to US \$ 2,84,713).



## ANNEX I

Project Title: NHRC Capacity Development Project (NHRC-CDP)		Award ID:		Date:					
#	Description	Date Identified	Type	Impact & Probability	Countermeasure / Mngt response	Owner	Submitted, updated by	Last Update	Status
	Enter a brief description of the risk <i>(In Atlas, use the Description field. Note: This field cannot be modified after first data entry)</i>	When was the risk first identified <i>(In Atlas, select date. Note: date cannot be modified after initial entry)</i>	Environmental Financial Operational Organizational Political Regulatory Strategic Other <i>(In Atlas, select from list)</i>	Describe the potential effect on the project if this risk were to occur  Enter probability on a scale from 1 (low) to 5 (high) P = Enter impact on a scale from 1 (low) to 5 (high) I = <i>(In Atlas, use the Management Response box. Check "critical" if the impact and probability are high)</i>	What actions have been taken/will be taken to counter this risk  <i>(In Atlas, use the Management Response box. This field can be modified at any time. Create separate boxes as necessary using "+", for instance to record updates at different times)</i>	Who has been appointed to keep an eye on this risk  <i>(In Atlas, use the Management Response box)</i>	Who submitted the risk  <i>(In Atlas, automatically recorded)</i>	When was the status of the risk last checked  <i>(In Atlas, automatically recorded)</i>	e.g. dead, reducing, increasing, no change  <i>(In Atlas, use the Management Response box)</i>
1	A lack of Political will to support the independence of the NHRC	1/3/2009	Political	NHRC's effectiveness would be diminished and the project would stall or could be selectively applied. In this case the project would not have a significant impact on the promotion or protection of human rights. P=3 I=5	Political Advocacy by development partners nationally and internationally  Communication of the need for, and benefits of, an independent NHRC	UNDP	UNDP		No Change
2	A lack of Political will to provide adequate financial resources to the NHRC	1/3/2009	Political	NHRC's effectiveness would be diminished and the project would stall. In this case the project would not have a significant impact on the promotion or protection of human rights. P=3 I=5	Political Advocacy by development partners nationally and internationally Communication of the need for, and benefits of a well resourced NRCH Establish sound and diverse funding base for the NHRC and the project at the outset, along with clear funding strategy, and ensure that financial outlays are clearly costed	UNDP	UNDP		No Change
3	A lack of Political will to act upon NHRC recommendations	1/3/2009	Political	The NHRC's impact on the promotion and protection of human rights would be diminished and the project would stall. P=3 I=5	Political Advocacy by development partners nationally and internationally Communication of the need for, and benefits of government acting on recommendations of the NRCH	UNDP	UNDP		No Change

*Begin*

#	Description	Date Identified	Type	Impact & Probability	Countermeasure / Mngt response	Owner	Submitted, updated by	Last Update	Status
4	Deterioration in the security situation in Bangladesh may jeopardise the NHRC's work.	1/3/2009	Political	Insecurity could impact on the NHRC's operations in, for example, the CHT. NHRC's effectiveness would be diminished and the project would stall P=2 I=5	Political Advocacy by development partners nationally and internationally NHRC could develop a security strategy to minimise or manage the impact on its operations	UNDP	UNDP		No Change
5	Legislation not aligned with Paris Principles undermining effectiveness of NHRC	1/3/2009	Regulatory	Legislation establishing the NHRC is not consistent with the Paris Principles and therefore does not provide for a model institution able of protecting all human rights independently P = 3 I = 4	Amendments may be proposed by the NHRC after it has been in operation for some time to ensure that they are in line with its own proposals/needs for change and to mitigate the possibility of its powers and functions being further restricted or its independence curtailed.  High level advocacy by Development partners and civil society	NHRC	UNDP		No change
6	Low staff salaries impacts on recruitment	1/3/2009	Organizational	If staff salaries are too low, the NHRC will be unable to recruit the most experienced and qualified staff which would reduce the effectiveness of the NHRC and the effectiveness of the project's capacity building activities  P=3 I=4	Political Advocacy by development partners nationally and internationally for proper funding of NHRC NHRC to properly prepare organogram and staff rules with appropriate salary bands for recruitment of the best staff.	UNDP	UNDP		No change



#	Description	Date Identified	Type	Impact & Probability	Countermeasure / Mngt response	Owner	Submitted, updated by	Last Update	Status
7	Failure to build cooperation and coordination between NHRC, government agencies, NGOs, and international agencies.	1/3/2009	Organizational	In order to the NHRC to make a substantive contribution to the promotion and protection of Human Right throughout the country it will need to build cooperative and coordinating relationships with key stakeholders. An inability to do this will diminish the NHRC's effectiveness and the project would stall. P=2 I=4	NHRC is a very new institution and can at the outset seek to establish clear mechanisms for dialogue and communication with other institutions and with government agencies, international agencies and NGOs	NHRC	UNDP		No change
8	Project increases NHRC capacity but with no meaningful impact on the vulnerable	1/3/2009	Operational	Reform efforts are not adequately targeted at the poor, vulnerable, women and children. P=3 I=5	Project conducts regular M&E and shifts direction based on feedback.	Project	UNDP		No change
9	Unrealistic expectations of reform	1/3/2009	Operational	NHRC believes that the project can respond to every problem or suggested initiative. P=3 I=3	Prioritised interventions and clear understanding of the Projects Key stakeholders have a shared understanding about realistic rate of progress	NHRC	UNDP		No change
10	Insufficient development partner harmonization	1/3/2009	Strategic	Development partners undertake uncoordinated initiatives to improve the capacity of the NHRC P=3 I=3	Regular meetings between relevant development partners to address policy and emerging issues NHRC to ensure consistency of approach through Secretary	UNDP	UNDP		No change
11	Sustainability of reform initiatives	1/3/2009	Financial	The recurrent or operational costs of reform initiatives need to be met by the NHRC being properly resourced by Government P=4 I=4	High level commitment from Government to meet operational costs.	NHRC	UNDP		No change

## Annex II

### TORs for Key Personnel

<b>I. Position Information</b>	
Job Title:	Project Manager
Type of Recruitment:	International
Pre-classified Grade:	TBA
Duty Station:	Dhaka
Reports to:	National Project Director and Country Director UNDP.
Appointment Period:	12 months (with possibility of extension for a total of a further 4 years)

### **II. Organisational Context**

The Bangladesh National Human Rights Commission Capacity Development Project has been developed following a Needs Assessment of the institution undertaken at the beginning of 2009. That exercise concluded that the NHRC would benefit from a 5 year technical programme to assist the organisation to develop into an effective, efficient and credible organisation. This, in turn, was expected to improve the performance of public institutions and hence the experience of human rights claim-holders, particularly the most vulnerable groups – and thereby to contribute to UNDP's country programme outcomes.

The project has a strong emphasis on capacity development of personnel, but some of the structural issues identified by the needs assessment are also addressed. A range of capacity development interventions are proposed, aimed at developing the NHRC's performance over the medium term. These include: the provision of experienced NHRI practitioners from the region to provide advice to Commissioners (including on structural reforms) and to undertake in-country training of functional staff; fellowships; staff exchanges with and work placements in NHRIs in the region; cooperation with civil society and the development of partnerships to enable the NHRC to take advantage of the human rights expertise in this sector. Funding for new infrastructure and implementing some functional activities (programmes) which are likely to be beyond the NHRC's state-financed resources, at least initially, are also provided for.

The Project Manager will work under the overall guidance the National Project Director and close coordination with the UNDP Programme cluster. S/he will be responsible for leading the project team through planning, implementing and managing the delivery of policies, reports, knowledge products and other results approved in the project document or annual work plans. S/he will also closely work with UNDP operations unit, Programme cluster, Government officials, private sector, non-government and civil society organizations

### **III. Functions / Key Results Expected**

#### **Summary of Key Functions:**

- Managing day-to-day project implementation and leading the PMT (80%)
- Providing technical assistance to the NPD and the project (20%)



## **Key Functions:**

### ***Management:***

- The Project Manager (PM) is the key full-time senior technical and management expert for the Project. The PM supervises the project team and provides overall project management and operations support to the National Project Director (NPD), who is currently the Secretary of the National Human Rights Commission;
- The PM takes the lead on operational management of the Project. This includes management of day-to-day procurement, human and financial resources and service operations. The PM is responsible for achieving results in line with the outputs and activities outlined in the Project Document. This includes working closely with UNDP;
- The PM will lead the Project Management Team whose job it is to add value and coordinate the Project activities;
- Lead the preparation, consultation and implementation of the annual results based work plans and result frameworks;
- Lead the coordination of project activities with related and parallel activities both within UNDP and with external agencies;
- Oversee preparation of monthly, quarterly and annual progress reports and organize, quarterly progress reviews;
- Facilitate secretariat functions to prepare for outcome board/steering committee and coordination committee meetings;
- Ensure that operationally and financially the project is managed in accordance with the rules and regulations of UNDP and in close coordination with implementing agencies;
- Liaise with UNDP on the conduct of project audit and ensure access by auditors to all project documentation, personnel and institutions involved in the project. Ensure that audit recommendations are complied with.
- When required and delegated by the NPD, the PM will act as a co-signatory of the Project accounts as per NEX guidelines and co-signatory of key Project related documents including Financial Reports and Requests for Quarterly advances;
- Assumes direct responsibility for managing the project budget by ensuring that: project funds are made available when needed, and are disbursed properly, expenditures are in accordance with the Project Document and/or existing project work plan, accounting records and supporting documents are properly kept, required financial reports are timely prepared, financial operations are transparent and financial procedures/regulations for NEX projects are properly applied, and prepared to respond to audits and interact with auditors at any time,.

### ***Monitoring and Evaluation***

- Monitor project progress against annual and quarterly workplan and budget plans
- Monitor and evaluate activities implemented by partners
- Liaise with the NRHC as Implementing Partner and UNDP on the conduct of project evaluation and ensure access by the evaluators to all project documentation, personnel and institutions involved in the project.

### ***Partnerships and Resources:***

- Mobilize and network with the experts of national and regional offices of the UN system, international development organizations, sub-regional and regional associations, affiliations and bodies (inter-governmental, non-government or private sector) and prominent private sector organizations.
- Prepare proposals for mobilization of human, technical or financial resources from international development organizations, non-government organizations and the private

sector.

- Assist the NPD and the national implementing agency in organizing coordination meetings with project partners, donors, UNDP, etc. as required.
- Represent the NPD and the Implementing Partner as required in networks and events that are relevant to project(s) under his/her responsibility.

#### **IV. Impact of Results**

The key results have an impact on the overall success of the country programme and reaching UNDAF/ CPD goals. In particular, the key results have an impact on the design, operation and programming of activities, creation of strategic partnerships as well as reaching overall project targets.



## V. Competencies

### Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

### Functional Competencies:

#### *Project Management*

- Has strong managerial competency with experience in results based management and a results oriented approach to project implementation.
- Has extensive experience and knowledge in financial management
- Has extensive experience and knowledge in planning and budgeting
- Has good understanding on rules and regulations of UNDP

#### *Communications and Networking*

- Has excellent oral communication skills and conflict resolution competency to manage inter-group dynamics and mediate conflicting interests of varied actors.
- Has excellent written communication skills, with analytic capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports.
- Has demonstrated knowledge and experience in working on human rights issues generally and existing networks of experts and policy makers.
- Maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government
- Shares knowledge and experience
- Actively mentors PMT staff under her/his supervision
- Leadership and Self-Management
- Focuses on results and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humoured even under pressure
- Competent in leading team and creating team spirit, stimulating team members to produce quality outputs in a timely and transparent fashion

## VI. Recruitment Qualifications

Education:	Master's Degree or equivalent in Business Administration, Public Administration, Law, and related field
Experience:	Min 10 years of project management and administrative experience in related field.  Proven experience in providing management advisory services, hands-on experience in design, monitoring and evaluation of development projects.  Demonstrated knowledge and experience in working in the human rights field is essential.  Familiarity of UNDP system, rules and procedures is an advantage.



	Strong Computer Skills Project experience in Bangladesh with Government would be an asset
Language Requirements:	Fluency in written and spoken English. Bangla language skills are desirable.

**TECHNICAL ASSISTANT (FINANCE AND ADMINISTRATION)  
TERMS OF REFERENCE**

**Recruitment: National**  
**Location/Duty Station: Dhaka**  
**Duration of Assignment: 12 months with the possibility of extension**  
**Direct Supervisor: PMT Project Manager**  
**Status/Condition: National - Service Contract**

**Background**

The Bangladesh National Human Rights Commission Capacity Development Project has been developed following a Needs Assessment of the institution undertaken at the beginning of 2009. That exercise concluded that the NHRC would benefit from a 5 year technical programme to assist the organisation to develop into an effective, efficient and credible organisation. This, in turn, was expected to improve the performance of public institutions and hence the experience of human rights claim-holders, particularly the most vulnerable groups – and thereby to contribute to UNDP's country programme outcomes.

The project has a strong emphasis on capacity development of personnel, but some of the structural issues identified by the needs assessment are also addressed. A range of capacity development interventions are proposed, aimed at developing the NHRC's performance over the medium term. These include: the provision of experienced NHRI practitioners from the region to provide advice to Commissioners (including on structural reforms) and to undertake in-country training of functional staff; fellowships; staff exchanges with and work placements in NHRIs in the region; cooperation with civil society and the development of partnerships to enable the NHRC to take advantage of the human rights expertise in this sector. Funding for new infrastructure and implementing some functional activities (programmes) which are likely to be beyond the NHRC's state-financed resources, at least initially, are also provided for.

Under the overall guidance and direct supervision of the Project Manager the Technical Assistant (Finance and Administration) will be responsible for assisting in substantive as well as financial and administrative issues of the project.

**Functions / Key Results Expected**

The Technical Assistant (Finance and Administration) is expected to ensure that all the day to day operational procedures in planning, implementation, monitoring and evaluation, closure, audit, etc. are conducted in timely manner and in line with rules and regulations of the Government of Bangladesh and UNDP. More specifically, the Technical Assistant (Finance and Administration) is to discharge the following functions:

**Planning:**



- Assist Project Manager (PM) in developing project budget in line with project document outcome, activities and outputs
- Assist PM in developing project implementation plans including budget plan and procurement and recruitment plans in line with the project annual work plan
- Enter and regularly update project milestones in the Project Management Unit Calendar and develop personal work plans against progress towards the milestones

#### **Implementation / Monitoring and Evaluation:**

- Assist the PM in developing/preparing ToRs for personnel and the procurement of goods and services
- Assist the PM in processing requests for personnel, goods and services in liaison with relevant Operations Units by preparing supporting documents required for personnel action or procurement and following up the required procedures
- Assist the PM in HR management
- Keep track of attendance records of staff under the project. Leave forms and travel authorization should be attached.
- Keep proper records of staff performance evaluations.
- Manage and provide documentation for central filing.
- Process salary payments
- Maintain receipt of salary payment
- Other HR assignments as required
- Assist the PM in Procurement Management
- Keep the record of contracts and other relevant documents
- Monitor contract compliance by keeping a record of performance monitoring / evaluation records
- Initiate and process payments
- Maintain receipts of payments
- Other procurement assignments as required
- Assist the PM in Financial Management
- Review and revise the project budget and prepare necessary documentation to activate revised budget based on regular monitoring of implementation progress and financial disbursement
- Provide the PM with monthly / bi-monthly reports on the project budget
- Prepare financial reports for the project and advise the PM about any discrepancies and irregularities with GoI and UNDP rules and regulations and associated risks.
- Prepare advance payment requests / other payment requests and advise PM of any discrepancies and irregularities with GoI and UNDP rules and regulations and associated risks.
- Regularly monitor financial transactions to maintain project financial accounts
- Prepare Quarterly Financial Reports
- Other financial management assignments as required
- Arrange official travel of staff and process travel settlement
- Assist the PM in preparing and conducting project events (workshops, seminars, trainings and conferences) and coordination activities
- Assist the PM in conducting regular monitoring and evaluation of project implementation by updating the project Calendar and alerting the PM of approaching or delayed milestones

#### **Closure and Audit**

- Establish and maintain a systematic filing system of key documents (in hard copy and soft copy) in line with audit requirements.
- Assist the PM in closing the project operationally and financially in accordance of rules and regulations of UNDP and in close coordination with UNDP CO

**Other**

- Actively participate in and contribute to learning and knowledge sharing activities in operational aspect of project management.
- Actively participate in and contribute to Project Management Unit and CO level coordination in streamlining operational aspects of project management.

**COMPETENCIES**

**Corporate Competencies:**

- Demonstrates commitment to UNDP's mission, vision and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

**Functional Competencies:**

***Operational Aspect of Project Management***

- Has demonstrated knowledge and experience in finance, administration, procurement and human resource management

***Knowledge Management and Learning***

- Shares knowledge and experience
- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills

***Leadership and Self-Management***

- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humoured even under pressure

**RECRUITMENT QUALIFICATIONS**

**Education:**

Secondary Education preferably with specialised certification in Accounting and Finance. University Degree in Business or Public Administration, Economics, Political Sciences and Social Sciences would be desirable, but is essential.

**Experience:**

3 to 5 years of relevant administrative or project experience is required at the national or international level.



Experience in the usage of computers and office software packages (MS Word, Excel, etc) and knowledge of spreadsheet and database packages, experience in handling of web based management systems.

**Language Requirements:**

Fluency in written and spoken English and Bangla.

### Annexure III

#### *Mandate of NHRC*

[To be revised if Bill amended]

The Powers of the commission include:

- Investigating on petition or suo motu a complaint in respect of violation of human rights by a person, state or government agency/institution or organization and investigating a complaint in respect of violation of human rights, or negligence in the prevention of such violation, by a public servant. Resolving the complaint through mediation and consensus or referring the complaint to Court or taking action in court itself.
- Visit any jail or correction facility or any other institution where persons are detained or lodged for the purposes of reformation, protection, treatment, or welfare, to study the living conditions of the inmates and make recommendations to the government thereon for the development of these places and conditions;
- Study human rights treaties and other international deeds and make recommendations to Government and Civil Service for their effective implementation
- Examine the draft bills and proposals for new legislation to verify their conformity with international human rights standards and to ensure the compliance with the international human rights instruments, make recommendations for amendment to the appropriate authority
- Advise Government on signing international human rights instruments and ensure their proper implementation
- Promote public awareness of human rights laws and protections including through publications
- To undertake and disseminate human rights research to increase awareness and understanding of human rights in Bangladesh.

#### *Jurisdiction*

The NHRC's mandate is the promotion and protection of "human rights". These are defined in the Act as "the fundamental rights proclaimed in the third part of the Constitution and such human rights proclaimed in various international human rights instruments ratified by the Peoples' Republic of Bangladesh, which have been recognized by existing laws".

This provides two sources for the human rights standards that might support a complaint to the Commission – the Constitution and the international treaties by which Bangladesh is bound and which have been recognised by existing laws. It is worth noting that relevant international instruments include the UDHR, which is binding on all states as a matter of public international law, although not technically a treaty capable of ratification. The relevant existing laws include the Constitution itself (which in addition to the rights in Part III also recognises certain economic and social rights in Part II Fundamental Principles of State Policy), legislation and decisions of the courts.

Human Rights





## International Human Rights Treaties in force in Bangladesh<sup>4</sup>

Core international human rights treaties	Ratification / Accession (a)/succession	Declaration/reservations
ICERD <sup>5</sup>	11 June 1979 (a)	
ICESCR <sup>6</sup>	5 October 1998 (a)	<u>Declarations:</u> Article 1(self determination), 2 (state obligations to guarantee Covenant rights), 3(equality of men and women), 7 (just and favourable conditions of work), 8 (trade unions) 10 (family and protection of mother and child) and 13 (education)
ICCPR <sup>7</sup>	6 September 2000 (a)	<u>Declarations:</u> Article 10 (prisoners' rights), 11 (prohibition of imprisonment on ground of inability to fulfill a contractual obligation), and 14 (safeguards re trial and punishment) <u>Reservation:</u> Article 14 (prohibition on trial in absentia)
First OP- ICCPR (Individual complaints)	Not yet ratified	
Second OP-ICCPR (abolishing death penalty)	Not yet ratified	
CEDAW <sup>8</sup>	6 November 1984 (a)	<u>Reservation:</u> Articles 2 (obligation to eliminate gender discrimination) and 16 (1)(c) (discrimination in marriage and family relations, during marriage and at its dissolution)
Optional Protocol to CEDAW	6 September 2000	<u>Declaration:</u> Article 10 (1) (obligations under Articles 8 and 9 of the Optional Protocol re inquiry procedure)
CAT <sup>9</sup>	5 October 1998 (a)	<u>Reservation:</u> Article 14 Para 1 (right to fair and adequate compensation to victims of torture)
OP-CAT (allowing in-country)	Not yet ratified	

<sup>4</sup> See Bangladesh NGO's UPR submission

<sup>5</sup> International Convention on the Elimination of All Forms of Racial Discrimination

<sup>6</sup> International Covenant on Economic, Social and Cultural Rights

<sup>7</sup> International Covenant on Civil and Political Rights

<sup>8</sup> Convention on the Elimination of All Forms of Discrimination against Women

<sup>9</sup> Convention against Torture and Other Forms of Cruel Inhuman or Degrading Treatment or Punishment

inspections of places of detention)		
CRC <sup>10</sup>	3 August 1990	<i>Reservations</i> : Article 14(1) (freedom of thought, conscience and religion) Article 21 (adoption)
OP-CRC-AC <sup>11</sup>	6 September 2000	<i>Declaration</i> : Article 3 (2) (minimum age for the recruitment by armed forces)
OP-CRC-SC <sup>12</sup>	6 September 2000	
Convention on the Rights of Persons with Disabilities	30 November 2007(R)	
OP-CRPD	Not yet ratified	
CMW <sup>13</sup>	7 October 1998 (S)	
Convention for the Protection of All Persons from Enforced Disappearance	Not yet ratified	

<sup>10</sup> Convention on the Rights of the Child

<sup>11</sup> Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict

<sup>12</sup> Optional Protocol to the Convention on the Rights of the Child on the sale of children child prostitution and child pornography

<sup>13</sup> International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families



Disusun di	Yogyakarta	Juni 2017	Juni 2017	Juni 2017	Juni 2017	Juni 2017	Juni 2017
1.1. Prinsip-prinsip dasar ilmu kesehatan masyarakat	Prinsip-prinsip dasar ilmu kesehatan masyarakat adalah ilmu yang mempelajari faktor-faktor yang mempengaruhi kesehatan masyarakat dan upaya untuk meningkatkan kesehatan masyarakat.	Prinsip-prinsip dasar ilmu kesehatan masyarakat	Prinsip-prinsip dasar ilmu kesehatan masyarakat	Prinsip-prinsip dasar ilmu kesehatan masyarakat	Prinsip-prinsip dasar ilmu kesehatan masyarakat	Prinsip-prinsip dasar ilmu kesehatan masyarakat	Prinsip-prinsip dasar ilmu kesehatan masyarakat
1.2. Konsep dan definisi kesehatan masyarakat	Konsep kesehatan masyarakat adalah ilmu yang mempelajari faktor-faktor yang mempengaruhi kesehatan masyarakat dan upaya untuk meningkatkan kesehatan masyarakat.	Konsep kesehatan masyarakat	Konsep kesehatan masyarakat	Konsep kesehatan masyarakat	Konsep kesehatan masyarakat	Konsep kesehatan masyarakat	Konsep kesehatan masyarakat
1.3. Sejarah kesehatan masyarakat	Sejarah kesehatan masyarakat dimulai dari zaman prasejarah hingga zaman modern.	Sejarah kesehatan masyarakat	Sejarah kesehatan masyarakat	Sejarah kesehatan masyarakat	Sejarah kesehatan masyarakat	Sejarah kesehatan masyarakat	Sejarah kesehatan masyarakat
1.4. Peran kesehatan masyarakat	Peran kesehatan masyarakat adalah untuk meningkatkan kesehatan masyarakat dan mengurangi beban penyakit.	Peran kesehatan masyarakat	Peran kesehatan masyarakat	Peran kesehatan masyarakat	Peran kesehatan masyarakat	Peran kesehatan masyarakat	Peran kesehatan masyarakat
1.5. Aspek-aspek kesehatan masyarakat	Aspek-aspek kesehatan masyarakat meliputi aspek biologi, lingkungan, sosial, dan budaya.	Aspek-aspek kesehatan masyarakat	Aspek-aspek kesehatan masyarakat	Aspek-aspek kesehatan masyarakat	Aspek-aspek kesehatan masyarakat	Aspek-aspek kesehatan masyarakat	Aspek-aspek kesehatan masyarakat
1.6. Metode penelitian kesehatan masyarakat	Metode penelitian kesehatan masyarakat meliputi metode kuantitatif, kualitatif, dan campuran.	Metode penelitian kesehatan masyarakat	Metode penelitian kesehatan masyarakat	Metode penelitian kesehatan masyarakat	Metode penelitian kesehatan masyarakat	Metode penelitian kesehatan masyarakat	Metode penelitian kesehatan masyarakat
1.7. Penerapan kesehatan masyarakat	Penerapan kesehatan masyarakat meliputi upaya promotif, preventif, kuratif, dan rehabilitatif.	Penerapan kesehatan masyarakat	Penerapan kesehatan masyarakat	Penerapan kesehatan masyarakat	Penerapan kesehatan masyarakat	Penerapan kesehatan masyarakat	Penerapan kesehatan masyarakat
1.8. Peran tenaga kesehatan masyarakat	Peran tenaga kesehatan masyarakat meliputi peran sebagai promotor kesehatan, pemberi informasi, dan pelaksana program.	Peran tenaga kesehatan masyarakat	Peran tenaga kesehatan masyarakat	Peran tenaga kesehatan masyarakat	Peran tenaga kesehatan masyarakat	Peran tenaga kesehatan masyarakat	Peran tenaga kesehatan masyarakat
1.9. Tantangan kesehatan masyarakat	Tantangan kesehatan masyarakat meliputi perubahan gaya hidup, resistensi antibiotik, dan ancaman penyakit baru.	Tantangan kesehatan masyarakat	Tantangan kesehatan masyarakat	Tantangan kesehatan masyarakat	Tantangan kesehatan masyarakat	Tantangan kesehatan masyarakat	Tantangan kesehatan masyarakat
1.10. Masa depan kesehatan masyarakat	Masa depan kesehatan masyarakat diharapkan semakin maju dengan dukungan teknologi dan kebijakan yang tepat.	Masa depan kesehatan masyarakat	Masa depan kesehatan masyarakat	Masa depan kesehatan masyarakat	Masa depan kesehatan masyarakat	Masa depan kesehatan masyarakat	Masa depan kesehatan masyarakat

Disusun oleh:  
 Nama: ...  
 NIM: ...

**Annexure IV**  
**Detailed Activity Budgets**

Outcome 1	Activity	Sum	Year 1	Year 2	Year 3	Year 4	Year 5
1.1 NHRC's organisational structure is designed and implemented	Activity 1.1.1 Support the NHRC to design the Commission's organisational structure drawing on experience from a NHRI practitioner from the region	\$40,000.00	\$40,000.00				
	Activity 1.1.2 Assist the NHRC to develop a work plan for the staged implementation of the organisation structure	\$15,000.00	\$15,000.00				
	Activity 1.1.3 Assist the NHRC to establish goals, performance targets and monitoring mechanisms for work units/Departments	\$25,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
	Activity 1.1.4 Assist the NHRC to recruit staff in accordance with the organisation chart including preparing Rules, ToRs, position descriptions, and advice on recruitment best practices	\$42,000.00	\$12,000.00	\$12,000.00	\$6,000.00	\$6,000.00	\$6,000.00
	<b>Total</b>	<b>\$122,000.00</b>					
1.2 Strategic planning systems designed and implemented underpinning the NHRC's activities with planning, budgeting and performance measurement (M&E)	Activity 1.2.1 Support the NHRC, with the guidance of a NHRI practitioner from the region, to develop a five year strategic plan following a consultative process with key stakeholders	\$25,000.00	\$25,000.00				
	Activity 1.2.2 Assist the NHRC to develop and implement an annual planning cycle for the NHRC, which delivers strategic direction through objective setting, budget estimates, targets and measurement for the achievement of the strategic plan	\$55,000.00		\$25,000.00	\$10,000.00	\$10,000.00	\$10,000.00
	Activity 1.2.3 Provide leadership and management training supported by international or national experts to assist implementation and management of the strategic plan	\$29,000.00		\$17,000.00			\$12,000.00
	Activity 1.2.4 Support the NHRC to develop communication, reporting and management strategies for harmonizing activities between the Commission's functional teams	\$49,000.00		\$25,000.00	\$12,000.00	\$12,000.00	\$12,000.00
	Activity 1.2.5 Support the NHRC to network nationally, regionally and internationally in relation to the Commission's identified human rights priorities	\$120,000.00	\$20,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00



Outcome 1	Activity	Sum	Year 1	Year 2	Year 3	Year 4	Year 5
	Activity 1.2.6 Provide the NHRC with support for office alternations, equipment, furniture and IT as required to implement the strategic plan and annual plans	\$190,000.00	\$50,000.00	\$50,000.00	\$40,000.00	\$30,000.00	\$20,000.00
	<b>Total</b>	<b>\$468,000.00</b>					
	Activity 1.3.1 Assist the NHRC to design its human resource (HR) management policies, procedures, skill training strategy and systems with expertise from human resources specialists	\$40,000.00	\$40,000.00				
	Activity 1.3.2 Assist the NHRC to review and revise the HR system and policies and their implementation annually with the support of a human resources specialists	\$60,000.00		\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
	Activity 1.3.3 Assist the NHRC with the support of a national or international consultant to conduct a formal staff training needs analysis to determine staff training needs, and design of in-house staff training programme under human resource policies, procedures, and job specification.	\$116,000.00	\$86,000.00	\$30,000.00			
	Activity 1.3.4 Provide a staff training programme on office procedures, substantive human rights issues, job specific skills and other issues emerging from the formal staff training needs analysis.	\$40,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	
	Activity 1.3.6 Facilitate peer exchange programme with personnel from other national human rights institutions from the Asia Pacific region	\$150,000.00	\$10,000.00	\$35,000.00	\$35,000.00	\$35,000.00	\$35,000.00
	Activity 1.3.7 Provide training in merit based recruitment and the elimination of discriminatory recruitment practices.	\$75,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
	Activity 1.3.8 Support the NHRC to develop and implement performance monitoring and evaluation frameworks for effective management of the Commission	\$75,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
	<b>Total</b>	<b>\$556,000.00</b>					
1.4 Regional Offices of the NHRC established and fully operational.	Activity 1.4.1 Support the Commission to develop a comprehensive accessibility plan to formalise accessibility at divisional and district level throughout the country with advice from international NHRI.	\$20,000.00	\$15,000.00	\$5,000.00			

Outcome 1	Activity	Sum	Year 1	Year 2	Year 3	Year 4	Year 5
	Activity 1.4.2 Provide logistical and equipment supports for regional tours by the Commission prior to establishment of regional offices.	\$12,000.00	\$5,000.00	\$7,000.00			
	Activity 1.4.3 Support the Commission to establish its first regional office as a pilot with logistical, ICT, equipments and technical expertise	\$45,000.00			\$45,000.00		
	Activity 1.4.4 Provide the Secretary and Commissioners with training conducted by experienced NHRI practitioners on management and leadership of regional offices and best practices	\$10,000.00	\$5,000.00	\$5,000.00			
	Activity 1.4.5 Undertake an external review of the pilot regional office after one year to assess compliance with head office procedures, effectiveness, efficiency and accessibility	\$3,000.00				\$3,000.00	
	Activity 1.4.6 Provide the Commission with equipment, ICT, and technical expertise to support the establishment of regional offices nationwide	\$110,000.00				\$85,000.00	\$25,000.00
	Activity 1.4.7 Support the Commission to undertake an annual External Performance Evaluation of each regional office to assess compliance with head office procedures, effectiveness, efficiency and accessibility	\$12,000.00				\$4,000.00	\$8,000.00
	<b>Total</b>		<b>\$212,000.00</b>				
1.5 Commission members and the Secretary are fully equipped to provide leadership and good management to the NHRC	Activity 1.5.1 Provide the NHRC Secretary and Commissioners with regular periodic training in NHRI management and administrative systems supported by international experts with extensive NHRI expertise	\$39,000.00	\$8,000.00	\$12,000.00	\$8,000.00	\$6,000.00	\$5,000.00
	Activity 1.5.2 Facilitate engagement with senior NHRI practitioners from the region to assist Commissioners to build necessary skills to manage and operate the Commission, conduct public inquiries and develop relationships with government, community sectors, judiciary and the media	\$35,000.00	\$4,000.00	\$12,000.00	\$8,000.00	\$6,000.00	\$5,000.00
	Activity 1.5.3 Assist NHRC members and/or senior staff to attend Annual Meetings of the Asia Pacific Forum of National Human Rights Institutions	\$25,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00



Outcome 1	Activity	Sum	Year 1	Year 2	Year 3	Year 4	Year 5
	Activity 1.5.4 Arrange a series of study tours for the Secretary and responsible Commissioner to gain knowledge in management and administration of other national human rights institutions	\$26,000.00	\$6,000.00	\$8,000.00	\$8,000.00	\$4,000.00	
	<b>Total</b>	<b>\$125,000.00</b>					
	Activity 1.6.1 Assist the NHRC to design its budgeting and financial management policies, structure, systems and procedures with expertise from accounting and financial management specialists	\$35,000.00	\$35,000.00				
	Activity 1.6.2 Assist the NHRC to review and revise the Financial Management system and policies and their implementation annually with the support of a human resources specialists	\$48,000.00		\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00
	Activity 1.6.3 Provide a staff training programme on budgeting and financial management to ensure adequate financial resources to enable the NHRC to implement its strategic plan and annual plans.	\$30,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00
	<b>Total</b>	<b>\$113,000.00</b>					
	Additional Technical Advice	\$128,906.25	\$25,781.25	\$25,781.25	\$25,781.25	\$25,781.25	\$25,781.25
<b>Outcome 1 Total</b>		<b>\$1,724,906.25</b>	<b>\$447,781.25</b>	<b>\$376,781.25</b>	<b>\$305,781.25</b>	<b>\$346,781.25</b>	<b>\$247,781.25</b>

Outcome 2	Activity	Sum	Year 1	Year 2	Year 3	Year 4	Year 5
2.1 Efficient and effective complaints process designed	Activity 2.1.1 Support the NHRC, with exerts in complaints handling by NHRIs, to design its monitoring and complaint handling process, including receiving complaints, reviewing complaints, legal advice, investigation, decision and action, resolution and follow-up	\$42,000.00	\$35,000.00		\$7,000.00		
	Activity 2.1.2 Support development of a complaints-handling manual for use by staff of the NHRC. The activity will be facilitated by a short-term consultant.	\$52,000.00	\$40,000.00		\$12,000.00		
	Activity 2.1.3 Undertake a process to determine, procure and install appropriate software for the monitoring and complaints handling systems, facilitated by an experienced short-term international consultant.	\$137,000.00	\$6,000.00	\$115,000.00	\$6,000.00	\$5,000.00	\$5,000.00
	<b>Total</b>	<b>\$231,000.00</b>					
	Activity 2.2.1 Provide ongoing periodic trainings to Commission staff in complaints handling (especially mediation and conciliation techniques) by international experts	\$78,000.00	\$6,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$12,000.00
2.2 Internal compliance with the complaints process when investigating, mediating conciliating all complaints	Activity 2.2.2 Support the assessment of the effectiveness of the complaints handling system and compliance with the system through annual external performance evaluation	\$24,000.00		\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00
	Activity 2.2.3 Support implementation of any recommendation arising from the annual performance evaluation on the complaints handling system	\$14,000.00		\$5,000.00	\$5,000.00	\$4,000.00	\$2,000.00
	Activity 2.2.4 Provide financial support to the Commission to ensure adequate resources for the investigation of complaints in accordance with the complaints process	\$185,000.00	\$20,000.00	\$50,000.00	\$50,000.00	\$60,000.00	\$40,000.00
	Activity 2.2.5 Provide legal support (advice, legal costs and ancillary expenses) for aggrieved people whose complaints are being considered by the NHRC.	\$140,000.00	\$5,000.00	\$25,000.00	\$25,000.00	\$50,000.00	\$40,000.00
	<b>Total</b>	<b>\$441,000.00</b>					
2.3 A monitoring and reporting system designed	Activity 2.3.1 Support development of a system for monitoring 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, with assistance of a short-term international consultant or consultants experienced in human rights monitoring by national institutions.	\$42,000.00	\$35,000.00		\$7,000.00		



Outcome 2	Activity	Sum	Year 1	Year 2	Year 3	Year 4	Year 5
	Activity 2.3.2 Support developing a monitoring manual and resource tools for NHRC staff responsible for monitoring and reporting Design the Commission's Human Resource strategy, policies, procedures and systems with expertise from human resources specialists	\$52,000.00	\$40,000.00		\$12,000.00		
	<b>Total</b>	<b>\$94,000.00</b>					
2.4 Human rights abuses are effectively monitored and reported in accordance with the monitoring and reporting policy and procedure.	Activity 2.4.1 Provide ongoing periodic trainings to Commission staff in human rights monitoring with assistance of experienced NHRI practitioners	\$78,000.00	\$6,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$12,000.00
	Activity 2.4.2 Support periodic assessments of monitoring practices	\$24,000.00		\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00
	Activity 2.4.3 Facilitate workshops between the NHRC and NGOs undertaking human rights monitoring to ensure appropriate collaboration and resource sharing	\$25,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
	Activity 2.4.4 Facilitate study tours for head of complaints and monitoring team and the responsible Commissioner to gain experience in complaints and monitoring functions of other national human rights institutions.	\$120,000.00	\$40,000.00	\$30,000.00	\$35,000.00	\$15,000.00	\$0.00
	<b>Total 2.4</b>	<b>\$247,000.00</b>					
Outcome 2	Additional Technical Advice	\$128,906.25	\$25,781.25	\$25,781.25	\$25,781.25	\$25,781.25	\$25,781.25
	<b>TOTAL</b>	<b>\$1,141,906.25</b>	<b>\$263,781.25</b>	<b>\$307,781.25</b>	<b>\$275,781.25</b>	<b>\$185,781.25</b>	<b>\$108,781.25</b>

OUTCOME 3	Activity	Sum	Year 1	Year 2	Year 3	Year 4	Year 5	
3.1 A comprehensive community education and information strategy developed by NHRC.	Activity 3.1.1 Assist in developing the NHRC's first comprehensive public education and information strategy, with support from international and national consultants (media / public campaign experts as well as human rights advocacy experts)	\$77,000.00	\$65,000.00		\$12,000.00			
	Activity 3.1.2 Assist in conducting a detailed baseline study in at least 15 districts to determine public attitudes to human rights and awareness of NHRC through participatory research methods and survey approaches.	\$75,000.00	\$25,000.00		\$25,000.00		\$25,000.00	
	Activity 3.1.3 Provide training for Commissioners and appropriate staff in public education and communication by experts	\$62,000.00	\$20,000.00	\$12,000.00	\$12,000.00		\$6,000.00	
	<b>Total</b>	<b>\$214,000.00</b>						
3.2 Public awareness of NHRC's existence, mandate and structure improved as well as public awareness of human rights issues targeted by the NHRC	Activity 3.2.1 Assist in developing various programmes such as mass media resources (TV, radio, etc), fact sheets, website, pamphlets, posters, events, human rights media award, and youth human rights advocate competitions, to promote specific human rights issues and the existence of NHRC.	\$110,000.00	\$15,000.00	\$30,000.00	\$30,000.00	\$25,000.00	\$10,000.00	
	Activity 3.2.2 Support the implementation of a series of human rights public awareness campaigns, including employing field co-ordinators to facilitate inclusion of human rights component in literacy programmes.	\$70,000.00				\$25,000.00	\$25,000.00	\$20,000.00
	Activity 3.2.3 Support the NHRC to organise and host annual human rights conferences.	\$100,000.00		\$25,000.00		\$25,000.00	\$25,000.00	\$25,000.00
	Activity 3.2.4 Support the NHRC to organise a number of public meeting, including in at least 20 districts to discuss NHRC's Annual Report	\$32,000.00			\$8,000.00	\$8,000.00	\$8,000.00	\$8,000.00
	Activity 3.2.5 Provide training in information management and communication for partnership building, public awareness campaign, information dissemination as well as media relations	\$35,000.00	\$15,000.00	\$20,000.00				
	<b>Total</b>	<b>\$347,000.00</b>						
3.3 Development of a sustainable capacity to plan, conduct and review specialised human rights training programmes (training of trainers, TOT) with selected public institutions, including	Activity 3.3.1 Organise training of selected staff of NHRC, professional associations and NGO representatives in TOT techniques facilitated by an international and a national consultant.	\$60,000.00	\$30,000.00	\$30,000.00				
	Activity 3.3.2 Provide fellowships, short-term study awards or other assistance to enable NHRC staff to be trained in TOT or human rights education techniques at internationally accredited training centres or with other well-established national human rights institutions.	\$150,000.00				\$50,000.00	\$50,000.00	\$50,000.00



OUTCOME 3	Activity	Sum	Year 1	Year 2	Year 3	Year 4	Year 5
amongst parliamentarians, central and local government officials, police, prison officers, teachers and academic staff, legal profession	Activity 3.3.3 Arrange study tour(s) for head of education and information team and the responsible Commissioner to gain experience in public education campaigns and information management systems of NHRI in the region.	\$41,000.00	\$25,000.00	\$16,000.00			
	Activity 3.3.4 Conduct periodic training sessions of selected groups such as parliamentarians, central and local government officials, police, prison officers, teachers and academic staff, legal profession and judiciary, media community groups and NGOs (where appropriate in conjunction with national professional associations and international partners).	\$48,000.00		\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00
	<b>Total</b>	<b>\$299,000.00</b>					
3.4 Development of capacity to undertake public inquiries into systemic patterns of human rights violations to expose experiences of violation and develop recommendations for redress	Activity 3.4.1 Assist in developing the NHRC's Public Inquiry Strategy Paper with support from international and national consultants	\$15,000.00	\$15,000.00				
	Activity 3.4.2 Provide training for NHRC staff in undertaking public inquiries supported by international and national consultants	\$36,000.00	\$12,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00
	Activity 3.4.3 Support the NHRC to undertake public inquiries with equipment, ICT, logistical support and technical expertise.	\$80,000.00		\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00
	<b>Total</b>	<b>\$131,000.00</b>					

OUTCOME 3	Activity	Sum	Year 1	Year 2	Year 3	Year 4	Year 5
3.5 Development capacity of human rights information management within the NHRC.	Activity 3.5.1 Assist the NHRC to assess the organisational needs of its information management capacity in line with the comprehensive public education and information dissemination plan	\$8,000.00		\$8,000.00			
	Activity 3.5.2 Procure basic human rights reference materials including those necessary for the NHRC to draft its own public information materials.	\$10,000.00		\$5,000.00	\$5,000.00		
	Activity 3.5.3 Print basic human rights materials (in Bangla, other necessary ethnic languages, and English) as identified in the comprehensive public education and information dissemination plan.	\$25,000.00		\$5,000.00	\$10,000.00	\$5,000.00	\$5,000.00
	Activity 3.5.4 Provide necessary ICT equipment and technical expertise to build the NHRC's information management capacity and the development of a website.	\$85,000.00	\$10,000.00	\$30,000.00	\$30,000.00	\$10,000.00	\$5,000.00
	Activity 3.5.5 Assist the NHRC to establish a publicly available and accessible human rights information centre by supporting acquisitions, library equipment, ICT, a mobile library and librarian training.	\$170,000.00	\$10,000.00	\$50,000.00	\$50,000.00	\$40,000.00	\$20,000.00
	<b>Total</b>	<b>\$298,000.00</b>					
	Additional Technical Advice	\$128,906.25	\$25,781.25	\$25,781.25	\$25,781.25	\$25,781.25	\$25,781.25
<b>OUTCOME 3</b>	<b>TOTAL</b>	<b>\$1,417,906.25</b>	<b>\$267,781.25</b>	<b>\$302,781.25</b>	<b>\$345,781.25</b>	<b>\$263,781.25</b>	<b>\$237,781.25</b>



Outcome 4	Activity	Sum	Year 1	Year 2	Year 3	Year 4	Year 5	
4.1 NHRC has developed a methodology for monitoring compliance with all international human rights obligations	Activity 4.1.1 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.	\$140,000.00	\$60,000.00	\$40,000.00	\$40,000.00			
	Activity 4.1.2 Assist the NHRC to develop a research and advocacy strategy paper for legislative and administrative review consistent with the NHRC's strategic plan with support from an international advisor.	\$41,000.00	\$35,000.00	\$6,000.00				
	Activity 4.1.3 Assist the NHRC to develop annual work plans to implement of the research and advocacy strategy with support of short-term national and international advisers	\$45,000.00		\$15,000.00	\$10,000.00	\$10,000.00	\$10,000.00	
	Activity 4.1.4 Facilitate study tours for head of legislation and policy team and responsible Commissioner to gain experience in carrying out policy and legislative review responsibilities of other national human rights institutions (with debrief and lessons learnt sharing).	\$70,000.00	\$35,000.00	\$35,000.00				
	<b>Total</b>	<b>\$296,000.00</b>						
4.2 NHRC has developed capacity to provide high quality legal analysis and policy advice to GoB and the National Parliament on human rights matters	Activity 4.2.2 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	\$68,000.00	\$20,000.00	\$30,000.00	\$6,000.00	\$6,000.00	\$6,000.00	
	Activity 4.2.2 Provide training for commissioners and staff with the support of an international or national expert, to build advocacy skills in support of policy advice	\$58,000.00	\$20,000.00	\$20,000.00	\$6,000.00	\$6,000.00	\$6,000.00	
	Activity 4.2.3 Support the Commissioners and staff to build the NHRC's research output through collaboration with NGOs and civil society.	\$110,000.00		\$20,000.00	\$20,000.00	\$40,000.00	\$30,000.00	\$20,000.00
	Activity 4.2.4 Support NHRC to conduct workshops with NGOs, academics and other civil society organisations in order to develop the NHRC's research and policy output and the capacity of staff and Commissioners	\$55,000.00	\$15,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
	<b>Total</b>	<b>\$291,000.00</b>						

Outcome 4	Activity	Sum	Year 1	Year 2	Year 3	Year 4	Year 5
4.3 NHRC has developed capacity to provide quality reports under UN human rights treaties and conventions	Activity 4.3.1 Assist the NHRC to build capacity to prepare parallel reports for UN treaty bodies, and to train NGOs and government agencies in their respective roles in reporting under UN human rights treaties with support from international and national expert	\$56,000.00	\$6,000.00	\$25,000.00	\$25,000.00		
	Activity 4.3.2 Support NHRC to provide stakeholder reports through collaboration with civil society for the UPR process with training and workshops	\$27,500.00				\$15,000.00	\$12,500.00
	Activity 4.3.3 Provide training of government officials and NGO representatives on reporting to treaty bodies under international human rights instruments facilitated by a short-term international consultant and national resource people. Training on the two major international covenants for each of three years.	\$75,000.00			\$25,000.00	\$25,000.00	\$25,000.00
	<b>Total</b>	<b>\$158,500.00</b>	<b>\$25,781.25</b>	<b>\$25,781.25</b>	<b>\$25,781.25</b>	<b>\$25,781.25</b>	<b>\$25,781.25</b>
	Additional Technical Advice	\$128,906.25	\$216,781.25	\$251,781.25	\$187,781.25	\$127,781.25	\$90,281.25
<b>Outcome 4 TOTAL</b>	<b>TOTAL</b>	<b>\$874,406.25</b>	<b>\$216,781.25</b>	<b>\$251,781.25</b>	<b>\$187,781.25</b>	<b>\$127,781.25</b>	<b>\$90,281.25</b>



**Project Management, Sundries GMS**

Outputs:	Total (sum)	Year 1	Year 2	Year 3	Year 4	Year 5	Apportionment between Project Management and Project Outputs	Total Cost Attributable to Project Management
<b>Staff</b>								
Project Manager	\$750,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	50/50	\$375,000.00
Project Officer,	\$140,625.00	\$28,125.00	\$28,125.00	\$28,125.00	\$28,125.00	\$28,125.00	75/25	\$105,468.75
Monitoring and Evaluation Officer,	\$140,625.00	\$28,125.00	\$28,125.00	\$28,125.00	\$28,125.00	\$28,125.00	25/75	\$35,156.25
Office Assistant,	\$52,085.00	\$10,417.00	\$10,417.00	\$10,417.00	\$10,417.00	\$10,417.00	100	\$52,085.00
Technical Assistant (Finance and Administration)	\$72,915.00	\$14,583.00	\$14,583.00	\$14,583.00	\$14,583.00	\$14,583.00	100	\$72,915.00
Driver	\$21,577.14	\$4,315.43	\$4,315.43	\$4,315.43	\$4,315.43	\$4,315.43	100	\$21,577.14
<b>TOTAL Staff Costs</b>	<b>\$1,177,827.14</b>							
<b>Total Staff Costs Attributable to Project Management</b>	<b>\$662,202.14</b>							
<b>Equipment:</b>								
Project Vehicles	\$65,000.00	\$65,000.00						
Fuel, repair, insurance	\$50,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00		\$10,000.00
Office Space, Utilities, Project Fitout	\$150,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00		\$30,000.00
Expendable Equipment (Including Stationeries)	\$50,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00		\$10,000.00
<b>Total Equipment:</b>	<b>\$315,000.00</b>							
<b>Mission Costs</b>								
Travel ( Local)	\$20,000.00							
Travel (International)	\$90,000.00							
<b>Total Mission Costs</b>	<b>\$110,000.00</b>							
Meeting/Workshop/Seminar etc (Programme Steering Committee Meeting, Tripartite Review Meeting, Coordination Meeting).	\$35,000.00							
Reporting-Printing	\$250,000.00							
<b>Total Project Cost Excluding Sundries</b>	<b>\$1,372,202.14</b>							
Management Contingency Fund (2%) of total project cost excluding sundries	\$37,756.54							
<b>Sundries</b>								
GMS (7%)	\$385,000.00							
<b>Total Sundries</b>	<b>\$385,000.00</b>							
<b>Total</b>	<b>\$1,784,646.19</b>							

Outputs:	Total (sum)	Year 1	Year 2	Year 3	Year 4	Year 5
OUTCOME 1: CORPORATE DEVELOPMENT	\$1,724,906.25	\$447,781.25	\$376,781.25	\$305,781.25	\$346,781.25	\$247,781.25
OUTCOME 2: HUMAN RIGHTS MONITORING AND INVESTIGATION	\$1,141,906.25	\$263,781.25	\$307,781.25	\$275,781.25	\$185,781.25	\$108,781.25
OUTCOME 3: HUMAN RIGHTS AWARENESS	\$1,417,906.25	\$267,781.25	\$302,781.25	\$345,781.25	\$263,781.25	\$237,781.25
OUTCOME 4: HUMAN RIGHTS REPORTING AND POLICY DEVELOPMENT	\$874,406.25	\$216,781.25	\$251,781.25	\$187,781.25	\$127,781.25	\$90,281.25
Project Management	\$662,202	\$132,440.40	\$132,440.40	\$132,440.40	\$132,440.40	\$132,440.40
Project Equipment	\$315,000	\$63,000.00	\$63,000.00	\$63,000.00	\$63,000.00	\$63,000.00
Project Costs, Sundries GMS	\$807,444.04	\$161,488.81	\$161,488.81	\$161,488.81	\$161,488.81	\$161,488.81
<b>Total:</b>	<b>\$6,943,771.04</b>	<b>\$1,736,546.65</b>	<b>\$1,596,054.21</b>	<b>\$1,472,054.21</b>	<b>\$1,281,054.21</b>	<b>\$1,041,554.21</b>

**Budget Footnote:**

Cash & in kind contributions by GoB :

CD VAT / Tax, US \$: 2,84,713<sup>1</sup>

1. This amount is based on the maximum budget utilization and purchase of jeep type vehicle of between 2000-2750cc engine capacity @ 438.02%, however the actual CD/VAT amount payable will be dependent upon several factors including vehicle type & engine capacity, assessable value, and applicable rates of CD/VAT at the time of purchase etc.