



Project Proposal
Capacity Development of the Human Rights Commission of Sierra Leone (HRCSL)
September 2012- August 2013

1. Background and Introduction

The Human Rights Commission of Sierra Leone (HRCSL) was established by Act No. 9 of 2004 with the mandate to protect the human rights of all in Sierra Leone. In 2007, the Commission became operational with support from UNDP's managed Peacebuilding Fund (PBF), and has since then contributed significantly to changing the human rights landscape in Sierra Leone from one in which gross human rights violations was the order, to one in which respect for fundamental rights and freedoms and the rule of law is recognized as a national priority. The Commission, despite serious challenges, has fulfilled its role as a transitional justice and peace consolidation mechanism and, importantly, has shown its commitment to adhere to international best practices for National Human Rights Institutions (NHRI), as evidenced by its recognized 'A' status NHRI in accordance with the Paris Principles.

In 2010 as part of efforts to address its institutional capacity gaps and strengthen staff capacity - consistent with Goal 6 of the HRCSL maiden Strategic Plan: 2009 to 2011- the HRCSL, through UNDP, secured funding of US\$413,530.73 from Irish Aid to implement the 'Capacity Development of the HRCSL Project'. This funding was crucial in helping the Commission achieve the core objectives of its strategic plan as well as facilitating the fulfillment of its mandate for human rights promotion and protection in Sierra Leone.

In November 2011, the Irish Human Rights Commission (IHRC) under its Capacity Development Partnership Project and with support from Irish Aid carried out a Capacity Assessment of the Commission. The Capacity Assessment Report developed by IHRC in partnership with the Commission identified key areas for support and partnership. In addition the HRCSL has developed a Strategic Plan (2012-14) which outlines its strategic goals and objectives.

This project, jointly funded by Irish Aid and UNDP, aims to assist the HRCSL in reaching its strategic goals and objectives and is based upon the IHRC Capacity Assessment Report and discussions between UNDP, IHRC and HRCSL.

2. Rationale and Institutional Priorities

The United Nations Human Rights Commission Resolution 1992/54 adopted the 'Paris Principles' which, amongst other things, advise National Human Rights Institutions to:

- 1) Ensure effective monitoring of respect for human rights;
- 2) Provide requisite advise to the Government, Parliament and any other competent body on specific violations and on issues related to legislation and general compliance and implementation of international human rights instruments;

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- 3) Maintain relations with regional and international organizations;
- 4) Conduct effective human rights education and information programmes, and
- 5) Operationalise their quasi-judicial functions.

In order to perform these functions effectively NHRIs require sustained institutional capacity building. The 2011 Capacity Assessment conducted in partnership between the Irish Human Rights Commission and the HRCSL identified nine issues to be immediately addressed in order to assist the HRCSL to develop its capacity and devised short-term, medium-term and long-term capacity development areas of intervention.

In 2012, the HRCSL developed its second Strategic Plan based on the continued need to respond to enormous human rights challenges nationwide. The strategic plan articulates the Commission's priorities, strategic goals and provides its strategic direction for the next three years (2012-14). The capacity building of senior management as well as human resource development is central to the Commission's plans. Capacity strengthening initiatives also extend beyond staff capacity enhancement and into areas such as improving operating systems, nationwide expansion, human rights education and upgrading the Directorate of Complaints Investigations and Legal Services (DCILS). The strategic development goals for the HRCSL outlined in the Strategic Plan largely mirror the areas identified as requiring support from the Capacity Assessment.

3. Project Objectives

The overall objective of the project is to enhance the capacity of the Human Rights Commission of Sierra Leone in pursuance of its statutory mandate of ensuring the promotion and protection of fundamental human rights within the framework of the Paris Principles.

This project aims to assist the Human Rights Commission of Sierra Leone achieve its strategic goals and operational objectives No. 1- No. 5 outlined in the Commission's 2012-14 Strategic Plan. These are:

Strategic Goal 1: Strengthen the institutional capacity of the Commission

Strategic Goal 2: Enhance regional outreach of HRCSL

Strategic Goal 3: Strengthen the monitoring and research functions of the Commission

Strategic Goal 4: Improve the human rights culture through public education

Strategic Goal 5: Increase the Commission's responsiveness to human rights complaints

In order to contribute to the accomplishment of these strategic goals and objectives, the Commission anticipates achieving the following specific objectives:

- Enhance the programme management skills, including on M&E, of senior management and technical staff
- Strengthen the human resource capacity of the Commission
- Support a functioning Directorate of Complaints Investigations and Legal Services
- Strengthen capacity of Commission, including regional offices, to develop and conduct human rights education outreach programmes in rural communities
- Support reopening and operation of the Eastern Regional Office in Kenema
- Improve IT capacity of the Commission



4. Expected Outputs

- Improved staff technical capacity to manage programmes and deliver services effectively (Strategic Goal 1)
- Development of Human Resource Capacity for HRCSL (Strategic Goal 1)
- Improved functioning of the Directorate of Complaints, Investigations and Legal Services (Strategic Goal 5)
- Human Rights Education Programme Developed and Implemented for the Commission (Strategic Goal 4)
- Study on the impact of extractives industry on Human Rights in Sierra Leone (Strategic Goal 3)
- Re-establishment and improved functional capacity of Kenema Office (Strategic Goal 2)

5. Management of the Project

The project is designated as a NEX (National Execution) type project, and will be implemented by the Human Rights Commission of Sierra Leone who will retain overall responsibility for implementation of the project. The Commission will submit detailed quarterly financial and narrative reports to UNDP as well as a cumulative financial and final report to UNDP within the timeframe stipulated in the work plan.

The Irish Human Rights Commission will be responsible for providing technical advice to the Human Rights Commission of Sierra Leone on all aspects relating to implementation of this project. In particular the Irish Human Rights Commission and its designated partners will take responsibility for facilitating all training and technical advice support as indicated in the work plan below.

Under this project UNDP will be responsible for the administration of the funds including funds provided from Irish Aid. In addition UNDP will monitor progress in reaching stated outputs and is responsible for providing overall project oversight.

The project will create a Project Steering Committee to supervise the implementation of the project. The Committee will be chaired by the HRCSL with representatives from UNDP, IHRC¹ and Irish Aid also on the Committee. The Project Steering Committee will be responsible for reviewing the strategic direction of the project as well as ensuring accountability and proper oversight². The Project Steering Committee will also provide a transparent forum for stringent quality control and review of progress. This will entail evaluating deliverables and achievement of benchmarks, alongside opportunities for fine-tuning and adjustments. Project Steering Committee meetings will take place every 3 months and, if necessary, as and when agreed by Committee members.

6. Risk Analysis and Sustainability

The HRCSL is, along with other Sierra Leone government institutions, working within a very limited budget. Even if the HRCSL receives a budgetary commitment from the government it is often the case that payments, including those for day-to-day operational expenses, are delayed or not received at all. The HRCSL is therefore reliant on donors in order to fund key activities.

¹ As the IHRC will only have representatives in the country occasionally efforts will be made to ensure that the Committee meets when they are available, and electronic conference technology will be used when necessary.

² UNDP will provide the secretariat for the Project Steering Committee.



In this context sustainability is a major challenge and the activities in this project have been designed with this in mind. Training activities are once-off activities aimed at raising the capacity of senior and technical staff. During some activities, such as the development of a Human Rights Education programme, technical advice will aim to build staff capacity to continue activities long after this project is completed. The Legal Consultant position is exclusively aimed at building capacity of staff within the Commission to handle cases on their own- the Consultant's TOR will be focused on capacity building and not case processing. This project will also support the Commission to re-open a Regional Office in Kenema due to the previous office burning down in 2010. The Commission have committed to taking full responsibility for the upkeep and maintenance of this office after the end of this project.

In short, this project focuses on raising core capacity of the Commission rather than covering costs for ongoing activities, which will ensure the sustainability of results achieved.

Given the multi-level nationwide elections which will take place in November 2012 there is a risk for political and civil unrest in the country with the biggest threat likely to be demonstrations and small-scale unrest related to political actions. While some activities may be delayed by such unrest they are unlikely, with proper planning to disrupt outcomes from being achieved. There is also a risk for political interference with the HRCSL after the elections however interference is most likely to affect activities of the Commission related to public investigations rather than the core capacity building activities under this project.

There is a risk that the HRCSL fail to implement some of the activities envisaged under this project because of a lack of capacity or because of a change in Commission priorities. This project has been developed in close partnership with the HRCSL, with activities based on the Commission's Strategic Plan and the joint Capacity Assessment with the IHRC- national ownership is the cornerstone of the sustainability of UNDP's work ensuring that national partners are in a leading position from project inception phase through to final implementation. In addition to the strong partnership already in place between UNDP, the IHRC and the HRCSL there is ample evidence based on the Capacity Assessment and previous engagement with the HRCSL to show the Commission has the capacity to implement all aspects of this project.

The Project Steering Committee will be the available mechanism for agreeing on how best to counter any gaps and ensure program completion.

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Work Plan / Activity Sheet

Expected Outputs (including related Strategic Goal of the HRCSL)	Key Activities	Time-frame					Cost in LE	Cost in USD
		2012		2013				
		Q 3	Q 4	Q 1	Q 2	Q 3		
I Improved staff technical capacity to deliver services (Strategic Goal 1) <u>Indicators</u> 3 Directors & 5 additional staff benefitted from programme management and technical training 5 key Human Rights Officers benefitted from leadership training A report on training on programme management skills A report on training on leadership and management skills <u>Targets</u> One (1) local training on programme management skills supported One (1) local training on leadership and management skills supported	1.1 Support training in programme management, monitoring and evaluation of programme for Commissioners, Directors and technical staff with support from the IHRC	x	x	x			SLL 30,170,000.00	\$7,000.00
	1.2 Support training on leadership, corporate governance and management for Commissioners, Directors and technical staff with support from the IHRC	x	x	x			SLL 30,170,000.00	\$7,000.00
	Sub-Total:						SLL 60,340,000.00	\$ 14,000.00
II Human Resource Capacity for HRCSL	2.1 Recruitment of a new Human Resource (HR) Manager	x	x				SLL 862,000.00	\$200.00

developed (Strategic Goal 1)								
Indicator(s) Functioning Human Resource Manager in HRCSL Modified organizational structure and terms and conditions of service for staff A report on induction training	2.2 Induction training for Human Resource Manager	x	x			SLL 3,448,000.00	\$800.00	
Targets 1 Human Resource Manager recruited 1 Induction training for Human Resource Manager supported								
Sub-Total:						SLL 4,310,000.00	\$ 1,000.00	
III Improved functioning of the Directorate of Complaints, Investigations and Legal Services (Strategic Goal 5)	3.1 Procure and implement case management system with technical advice from IHRC	x	x			SLL 43,100,000.00	\$10,000.00	
Indicator(s) A new case management system # of staff trained on the new case management system Creation of a process to handle complaints with time-scales on resolution A report on training on the new case management system	3.2 Train key technical staff in using the case management system (second training mission) with support from IHRC			x	x	x	SLL 12,930,000.00	\$3,000.00
	3.3 Recruit Legal Consultant for 6 months to support roll-out of new case management system and support development of complaints processing procedures within the Directorate			x	x	x	SLL 26,399,999.90	\$6,125.29

# of cases investigated and settled through mediation								
1 Legal Consultant in the DCILS								
Targets Case managements system procured Training of technical staff on the new case management system conducted 1 Legal Consultant (Lawyer) recruited								
Sub-Total:							SLL 82,429,999.90	\$ 19,125.29
IV Human Rights Education Programme for the Commission developed and implemented (Strategic Goal 4)	4.1 Conduct HRE needs assessment with support of IHRC	x	x				SLL 21,550,000.00	\$5,000.00
Indicator(s)	4.2 Production of HRE material with support of IHRC			x	x		SLL 77,580,000.00	\$18,000.00
HRE needs assessment report								
Evidence of HRE material	4.3 Roll out of Pilot trainings in selected locations			x	x	x	SLL 30,170,000.00	\$7,000.00
# of officials trained								
Increase in radio and print media promoting HRE								
# of beneficiaries of pilot trainings								
A report on pilot trainings								
Targets								
1 Human Rights Education Programme developed.								
Two (2) pilot trainings using HRE materials conducted								
Sub-Total:							SLL 129,300,000.00	\$ 30,000.00

V Capacity of Research and Reporting Directorate is enhanced through production of a study on the impact of extractives industry on Human Rights in Sierra Leone (Strategic Goal 3)	5.1 Support Research and Reporting Directorate to conduct study on the impact of extractives industry on Human Rights in Sierra Leone with support of IHRC	x	x				SLL 21,505,000.00	\$5,000.00
	5.2 Support publication and distribution of report		x	x	x		SLL 25,860,000.00	\$6,000
<u>Indicator(s)</u> A report of the study developed, published and distributed. Future annual plans for Research and Reporting Directorate developed. <u>Targets</u> A study on the impact of extractive industry on human rights completed. Future annual plans for Research and Reporting Directorate in place.								
Sub-Total:							SLL 47,410,000.00	\$ 5,000.00
VI Improved functional capacity of Kenema Office (Strategic Goal 2)	6.1 Lease and provide registration fees for Kenema office	x	x				SLL 15,400,017.90	\$3,573.09
	6.2 Procure furniture for Kenema Offices	x	x				SLL 21,649,992.00	\$ 5,023.20
<u>Indicators</u> Functioning Kenema office 2 Executive chairs, 2 Executive tables 2 Cabinets 2 Wooden shelves 4 Dining chairs 1 Dining table 2 Standing fans 1 printer 1 Desktop computer 1 Small photocopier								

1 UPS Targets A new premise for Kenema office identified and leased Furniture, fittings and IT equipment procured for Kenema office								
Sub-Total:							SLL 37,050,009.90	\$ 8,596.29
VII Improved operational capacity of the Commission (Strategic Goal 1)	7.1 Reinstallation of network cables	x	x				SLL 15,000,006.80	\$ 3,480.28
	7.2 Support installation of server for improved quality of communication	x	x				SLL 10,000,018.90	\$ 2,320.19
Indicator(s) A server installed in HRCSL to improve quality of communication								
Sub-Total:							SLL 25,000,025.70	\$ 5,800.47
Bank charges and other operational expense paid	Administrative Cost	x	x				SLL 409,450.00	\$ 95.00
Sub-Total:							SLL 409,450.00	\$ 95.00
Quarterly Progress & Financial Reporting	Progress Report including Financial Reports		x	x	x			
Final Report including Cumulative Financial Report	Final Report including Cumulative Financial Report				x			
	Total Amount for Activities/ Programmable Funds						SLL386,249,485.50	\$ 89,617.05
	GMS						SLL 24,783,965.40	\$ 5,750.34
	ISS						SLL 6,942,289.40	\$ 1,610.74
	Total:						SLL417,975,740.30	\$ 96,978.13

Detailed and Summary Budget for the activities under this Project

Item	Description	Cost in LE	Cost in USD
1	Improved staff technical capacity to deliver services		
1.1	1.1 Support training (facilitated by IHRC) in programme management, monitoring and evaluation of programme for Commissioners, Directors and technical staff	SLL 30,170,000.00	\$ 7,000.00
1.2	1.2 Support training(facilitated by IHRC) on leadership, corporate governance and management for Commissioners, Directors and technical staff	SLL 30,170,000.00	\$ 7,000.00
	Sub-total:	SLL 60,340,000.00	\$ 14,000.00
2	Human Resource capacity for HRCSL developed		
2.1	2.1 Recruitment of a Human Resource (HR) Manager	SLL 862,000.00	\$ 200.00
2.2	2.2 Induction training for Human Resource Manager	SLL 3,448,000.00	\$ 800.00
	Sub-total:	SLL 4,310,000.00	\$ 1,000.00
3	Improved functioning of the Directorate of Complaints, Investigations and Legal Services		
3.1	3.1 Identify and procure case management system (with technical advice from IHRC)	SLL 43,100,000.00	\$ 10,000.00
3.2	3.2 Train key technical staff (facilitated by IHRC) in using the case management system (second training mission)	SLL 12,930,000.00	\$ 3,000.00
3.3	3.3 Recruit Legal Consultant for 6 months	SLL 26,339,999.90	\$ 6,125.29
	Sub-total:	SLL 82,429,999.90	\$ 19,125.29
4	Human Rights Education Programme for the Commission developed and implemented		
4.1	4.1 Conduct HRE needs assessment (with technical advice from IHRC)	SLL 21,550,000.00	\$ 5,000.00
4.2	4.2 Production of HRE material (with technical advice from IHRC)	SLL 77,580,000.00	\$ 18,000.00
4.3	4.3 Roll out of Pilot trainings in selected locations	SLL 30,170,000.00	\$ 7,000.00
	Sub-total:	SLL 129,300,000.00	\$ 30,000.00
5	Capacity of Research and Reporting Directorate is enhanced through production of a study on the impact of extractives industry on Human Rights in Sierra Leone		
5.1	5.1 Conduct study on the impact of extractives industry on Human Rights in Sierra Leone (with technical advice from IHRC)	SLL 21,550,000.00	\$ 5,000.00
5.2	5.2 Support publication and distribution of report	SLL 25,860,000.00	\$ 6,000.00
	Sub-total:	SLL 47,410,000.00	\$ 11,000.00
6	Improved functional capacity of Kenema Office		
6.1	6.1 Lease and provide registration fees for Kenema office	SLL 15,400,017.00	\$ 3,573.09
6.2	6.2 Procure furniture for Kenema Offices	SLL 21,649,992.00	\$ 5,023.20
	Sub-total:	SLL 37,050,009.90	\$ 8,596.29

7	Improved operational capacity of the Commission		
7.1	7.1 Reinstallation of network cables	SLL 15,000,006.80	\$ 3,480.28
7.2	7.2 Support installation of server for improved quality of communication	SLL 10,000,018.90	\$ 2,320.19
	Sub-total:	SLL 25,000,025.70	\$ 5,800.47
	Administrative Costs	SLL 409,450.00	\$ 95.00
	Sub-total:	SLL 409,450.00	\$ 95.00
	Total:	SLL 386,249,485.50	\$ 89,617.05
	GMS *	SLL 24,783,968.40	\$ 5,750.34
	ISS*	SLL 6,942,289.40	\$ 1,610.74
	Grand-Total:	SLL 417,975,740.30	\$ 96,978.13

*GMS and ISS amounts calculated only on basis of Irish Aid Funds and not total amounts

SUMMARY BUDGET				
Project Outputs	Total Budget (SL)	Total Budget (USD)	Source of Funds	
			Irish Aid	UNDP
I Improved staff technical capacity to deliver services	60,340,000	14,000.00	14,000.00	
II Human resource capacity for HRCSL developed	4,3100,000	1,000.00	1,000.00	
III Improved functioning of the Directorate of Complaints, Investigations and Legal Services	82,430,000	19,125.29	15,097.50	4,027.79
IV Human Rights Education Programme for the Commission developed and implemented	129,300,000	30,000.00	25,000.00	5,000.00
V Capacity of Research and Reporting Directorate is enhanced through production of a study on the impact of extractives industry on Human Rights in Sierra Leone	47,410,000	11,000.00	5,000.00	6,000.00
VI Improved functional capacity of Kenema Office	37,050,010	8,596.29	8,596.29	
VII Improved operational capacity of the Commission	25,000,026	5,800.47	5,800.47	
Administrative Cost (Bank Charges and other operational expenses)	409,450	95.00		95.00
Total Amount for Activities/Programmable Funds	386,249,485.50	89,617.05	74,494.26	15,122.79
GMS	24,783,968.40	5,750.34	5,750.34	
ISS	6,942,289.40	1,610.74	1,610.74	
Grand-Total:	417,975,740.30	96,978.13	81,855.34	15,122.79
		UN Official Exchange Rate @ September 2012		4310