

United Nations Development Programme
Country: Bangladesh
Project Document

Project Title: Human Rights Programme

UNDAF/CPD Outcome: UNDAF Outcome 1.2: Justice and human rights institutions are strengthened to better serve and protect the rights of all citizens, including women and vulnerable groups.

Expected Output(s): To build the capacity of key human rights actors through collaboration and cooperation to advocate for and promote human rights to the most vulnerable communities in Bangladesh

Implementing Agency: UNDP

Brief Description

The Human Rights Programme (the Programme) will build the capacity of existing human rights architectures in Bangladesh. The Programme will support state based institutions, with a special focus on the National Human Rights Commission (NHRC), as well as undertake key civil society interventions to improve human rights coalitions across the country. The Programme will have a particular focus on working with vulnerable and marginalised groups, including women and girls, children and young people, ethnic and religious minorities, people with disabilities, Dalit and other minorities. It will build gender equality initiatives, strengthen civil society activities for women and girls and build the position of the NHRC as an important partner for gender equality within Bangladesh. The Programme will seek to expand on rights based advocacy, in particular looking at developing the NHRC's role in engaging with Government on human rights. The Programme will focus on the following outputs:

1. Strengthened capacity of the National Human Rights Commission to deliver on its mandate
2. Enhanced capacity of civil society and community based organisations to engage in human rights advocacy and awareness raising
3. Enhanced capacity of law enforcement agencies, in particular police, on human rights issues
4. Strengthened capacity of national stakeholders to better protect and promote women's rights
5. Strengthened capacity of national stakeholders to better protect and promote the rights of ethnic minorities

Strategic Plan Output: UNDAF CPD Outcome 1.2
Atlas Award ID: 00085027
Atlas Project ID: 00097336
Start Date: 01 January 2016
End Date: 31 December 2020
PAC Meeting Date: 01 December 2015
Management Arrangement: DEX/DIM

Total resources required:	10,597,570
Total allocated resources:	10,597,570
Regular	-
Other:	
SIDA:	4,227,605.00
DANIDA:	273,431.00
Unfunded:	6,096,534.00

Agreed by Bangladesh National Human Rights Commission:

Date: 28.04.2016

Agreed by Economic Relations Division:

Md. Amjad Hossain Khan
Secretary (Additional Secretary to the GOB)
National Human Rights Commission
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Date: 28/02/2016

Agreed by UNDP:

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Govt. of the People's Republic of Bangladesh

Date: 28/02/2016

1. Context

The Bangladesh Constitution provides for the protection of human rights of all citizens. The rights to life, to liberty, to be treated in accordance with law and to equality and non-discrimination are the fundamental principles of human rights set out in the constitution, as are a range of other civil and political rights. Key economic, social and cultural rights are also provided as matters of state policy. In addition to these national guarantees, Bangladesh is a party to the core international human rights treaties.

Important gains for human rights have been made in recent years. The National Human Rights Commission (NHRC) has been established and built its capacity as an independent and effective human rights watchdog mechanism. Social protection schemes have been extended to the majority of the extreme poor. Legislation has been introduced to tackle domestic violence and sexual harassment as well as prevention of torture in custody. New legislation to improve the protection of the rights of children and persons with disabilities has also been enacted in line with the provisions of the Convention on the Rights of the Child and the Convention on the Rights of Persons with Disabilities, both of which Bangladesh has ratified.

UNDP has undertaken human rights related programming for the last five years through the Bangladesh National Human Rights Commission Capacity Development Project (BNHRC-CDP). Additionally, it has undertaken other programmes that have impacted rights enjoyment in Bangladesh, including the Police Reform Programme, Judicial Strengthening, Justice Sector Facility, Access to Justice and Activating Village Courts. While these interventions proved to be relatively successful in improving frameworks and services provided by the human rights and justice institutions to citizens, these institutions are still far short of meeting their responsibilities for human rights. Further, there is a growing need to incorporate stakeholders outside of government institutions more deeply in human rights work, and to provide platforms for a cohesive human rights dialogue at the national level. This is also in line with the UNDP New Strategic Plan 2014-2017 to meet citizen expectations for voice, development, the rule of law and accountability by stronger systems of democratic governance.

The BNHRC-CDP is scheduled to end in December 2015, following a series of no-cost extensions. The project has achieved modest success in undertaking its mandate to build the capacity of the NHRC. Its final evaluation identified successes, including; helping to professionalize the work of the NHRC through institution building; supporting steady progress in complaints handling; investigation and mediation; developing extensive media contacts for the Commission; and helping to produce a wide range of research studies and policy papers on key human rights issues.¹ However the BNHRC-CDP model has struggled with a lack of government resourcing for the NHRC, in particular in relation to staffing. This has resulted in an unsustainable over reliance of the NHRC on the UNDP project to fill gaps in its capacity. The arrival of much needed additional staffing² presents a number of opportunities for continued engagement by UNDP. This is in line with the BNHRC-CDP's evaluation report's main recommendation of continued support. However, recognising the weakness of only supporting a single human rights body, UNDP has framed this Programme to operate with established human rights CSOs and CBOs in addition to the NHRC to foster human rights work at national, regional and local levels and a cohesive human rights dialogue in Bangladesh.

¹ Final Evaluation of the UNDP Capacity Development Project (BNHRC-CDP) May 2010 - December 2014.

² Following significant advocacy on behalf of the NHRC and UNDP.

2. Situation analysis

Although Bangladesh has made significant strides in poverty alleviation it still has some of the world's poorest people, affecting the enjoyment of rights at all levels as well as access to services. The last Household Income and Expenditure Survey (HIES) was done in 2010 with 31.5% living below the upper poverty line³. As there have been no further HIESs since 2010, projections are made based on relationship between GDP growth and poverty reduction during the two most recent years for which HIES data are available: 2005-2010. The projected reduction in the upper poverty line for 2015 is 24.8% while for the lower poverty line it is 12.9%⁴. Poverty in rural areas continues to be relatively more pervasive and extreme, and moreover, the gap in the speed of poverty reduction between urban and rural areas has, in fact, widened over that last five years.⁵

Despite laws guaranteeing rights and inclusion, certain marginalised communities are systematically excluded, discriminated against, segregated from mainstream development, and denied recognition of their identities due to gender, age, religion, caste, sexuality, ethnicity or disability. Groups facing particularly pronounced marginalisation include religious minorities, ethnic minorities and Dalits.⁶ While the problems they face are not uniform, these groups face common issues of underrepresentation⁷, discrimination in employment, violence, vandalism and harassment, denial of land rights,⁸ and being unable to attain basic economic and social rights due to poverty.⁹ Further difficulties arise in accessing concrete data on numbers and locations of vulnerable groups. For example the Universal Periodic Review (UPR) encouraged Bangladesh to undertake greater data disaggregation on Dalits in its next census, and, while there have been some steps taken by the Bangladesh Government in allocating funding for Dalits, there is still a lack of important data gathering mechanisms.¹⁰

Recent studies suggest that persons with disabilities constitute approximately 16% of the total population in Bangladesh.¹¹ Disability impacts access to education, employment, health, housing, transport, cultural life, and public places and services, as well as access to justice. There have been limited improvements in providing access for people with disabilities to university education but access at the primary school level is still limited, despite Government Programmes.¹²

Women are guaranteed equality before the law under the Constitution, "in all spheres of the state and of public life." Nevertheless, women do not enjoy the same legal status and rights as men in a number of key areas of the legal system, including family, property, and inheritance law. Exacerbating this is differentiated family law based on religion. Women represent 80 percent of garment sector

³ Bangladesh Bureau of Statistics *Household Income and Expenditure Survey 2010*.

⁴ Seventh Five Year Plan, FY 2016-FY2020, page number 8.

⁵ World Bank *Bangladesh: Poverty Assessment: Assessing a Decade of Progress in Reducing Poverty, 2000-2010*, Bangladesh Development Series Paper number 31.

⁶ Human Rights Council *Report of the Working Group on the Universal Periodic Review: Bangladesh* 8 July 2013.

⁷ Sharmin, S *Socio-Economic Situation and Land Rights of the Indigenous People in Bangladesh* <http://www.ssrn.com/link/OIDA-Intl-Journal-Sustainable-Dev.html>.

⁸ United States of America Bureau of Democracy, Human Rights and Labor *International Religious Freedom Report for 2013* <http://www.state.gov/j/drl/rls/irf/religiousfreedom/index.htm#wrapper>.

⁹ BDERM and Nagorik Uddyog, *Dalit Women in Bangladesh: Multiple Exclusions* Dhaka, 2011 at http://idsn.org/fileadmin/user_fclde/pdf/New_files/Bangladesh/Dalit_Women_in_Bangladesh_-_Multiple_Exclusions.pdf.

¹⁰ *The Human Rights Situation of Dalits in Bangladesh*, Joint NGO Submission related to Bangladesh for the 16th Universal Periodic Review 2013.

¹¹ World Health Organisation *World Report on Disability, 2011* at: http://whqlibdoc.who.int/publications/2011/9789240685215_eng.pdf.

¹² Meeting with PDF and <http://www.thedailystar.net/the-map-of-the-differently-abled-53195>.

workers, but their workforce participation remained low in other parts of the formal economy.¹³ Women in the work force face a wage gap of 21.1% and a raw monthly wage gap (not taking into account hours worked) of 40.8%.¹⁴ Women face discrimination in all aspects of life.

Violence against women persists as an endemic problem in Bangladesh, in particular domestic violence (especially by husbands); sexual violence, including rape; acid attack; and sexual harassment in schools, universities, workplaces and public spaces.¹⁵ The numbers are high, with an estimated 60 per cent of married women reporting having experienced violence at the hands of a spouse and/or in-laws.¹⁶ As part of the 2007 Demographic and Health Survey, women were asked if they had experienced one of the following forms of physical or sexual violence by their husbands: being pushed, shaken or have something thrown at them; being slapped; having their arms twisted or their hair pulled; being punched with a fist or hit with an object; being kicked, dragged or beaten up; being choked or burned; being threatened with a gun or a knife; or being physically forced to have sexual intercourse.¹⁷ Overall, 24 per cent of respondents reported having experienced some of these forms of violence in the 12 months prior to the survey, with 19 per cent reporting violence of a physical nature and 10 per cent reporting sexual violence.¹⁸

Ethnic minorities in Bangladesh account for around 2% of the population.¹⁹ The Constitution classifies these groups as 'tribes, minor races, ethnic sects and communities'. The number of distinct groups is unclear but appears to be over 50.²⁰ While a significant proportion of the ethnic minority population lives in the CHT, the majority live in the plain-lands of Bangladesh. Ethnic minorities face discrimination and deprivation of a significant number of rights including in relation to land, education and health care.²¹ Ethnic minority groups, particularly women, are also targeted in political, religious and economically motivated violence.²²

3. BNHRC-CDP and Police Reform Programme (PRP) lessons learned

Under the current BNHRC-CDP, UNDP and a consortium of donors have been supporting the NHRC since its inception in 2010. As a relatively new human rights institution, the NHRC has achieved considerable results over that period, building strong public recognition as a credible institution protecting the rights of the citizens of Bangladesh, and developing its management, professionalism and accountability.

Throughout the life of the project, several assessments, evaluations and reviews of the NHRC and the project have taken place. These include:

- The Capacity Assessment of the Bangladesh National Human Rights Commission 2014;
- Mid-Term Evaluation 2014;
- Final Evaluation 2015;

¹³ BANGLADESH 2014 HUMAN RIGHTS REPORT <http://www.state.gov/documents/organization/236846.pdf>

¹⁴ Kapsos S; *The Gender Wage Gap in Bangladesh*; ILO Asia-Pacific Working Paper Series; 2008

¹⁵ See, for example, Human Rights Council *Report of the Special Rapporteur on violence against women, its causes and consequences* 23 May 2013.

¹⁶ See International Centre for Diarrhoeal Disease Research, *Bangladesh From Evidence to Policy: Addressing Gender-Based Violence against Women and Girls in Bangladesh* Dhaka, 2013.

¹⁷ *Ibid.*, p. 22.

¹⁸ *Ibid.*, pp. 29 and 33.

¹⁹ *Parliamentary Caucus: A Genesis of Parliamentary Advocacy in Bangladesh*; Research and Development Collective.

²⁰ *Human Rights Report 2014*, Kapaeeng Foundation.

²¹ *Ibid.*

²² *Ibid.*

- National Human Rights Commission Strategic Plan 2010-2015;
- National Human Rights Commission Strategic Plan 2016-2020; and,
- Annual ANNI reports on the performance and establishment of NHRIs in Asia, including the NHRC of Bangladesh.

In addition, the 2013 review of Bangladesh under the Universal Periodic Review reflected on the effectiveness of the NHRC.

These reviews concluded that the BNHRC-CDP has helped develop, train and advise both the leaders and staff of the NHRC on a range of management rules, procedures and tools to professionalize their work and strengthen their accountability. The BNHRC-CDP has supported steady progress in complaints handling, investigation and mediation and helped to develop partnerships to report on human rights violations country-wide. The project developed extensive media contacts for the NHRC and helped mobilize national partners to raise awareness on human rights issues and the NHRC's role. The project also helped to produce a range of research studies and policy papers on human rights and facilitated effective input on human rights-related legal reform and numerous draft laws.

However, key findings from the reports also identified critical structural flaws in the NHRC itself. In particular a lack of human and financial resources limited outreach and capacity to transfer knowledge to the NHRC's existing staff.²³ UNDP can improve on its project delivery through a mentoring focus in its capacity delivery.

Additionally, the NHRC has struggled to meet some of its core mandates, such as fact-finding and engagement with Government institutions which lack human rights training and accountability. While the NHRC has also succeeded in establishing thematic committees, those committees have been little utilised, undertaking limited work and not developing their thematic spaces sufficiently to assist the NHRC. One exception to this has been the thematic committee on Child Rights which has undertaken a number of important workshops and initiatives drawing in diverse partners. These will form the model for activation of future committee activity.

The original model for the NHRC was for it to open a number of regional offices in its divisions to broaden its spectrum of human rights work and increase its profile outside Dhaka. However, this has not yet been achieved. It is still to open its first regional office. Nonetheless it has made significant inroads into regional centres through building coalitions of NGOs and CSOs. 24 separate partnerships, networks and MOUs with over 30 NGOs, were created at the international, national, and local level. This has resulted in a wide range of awareness-raising activities undertaken throughout the country and the creation and training of 172 field monitors to date, who report to the NHRC on human rights violations and channel complaints to the NHRC. In spite of this progress, there are still significant deficiencies in the NHRC's presence at the local level, which were identified in its mid-term evaluation. In particular the NHRC lacks capacity to undertake investigations and receive complaints on human rights issues at the local level, something that needs to be concretely addressed.²⁴

The NHRC has requested its partners to continue their support for at least one more phase so that it may build further on its technical capacity and carry out its core mandate of promoting and protecting human rights, as stated in its strategic plan 2010-2015 and reiterated in its Strategic Plan 2016-2020.

The Programme has additionally been informed by lessons learned in other projects, not only the BNHRC-CDP. The Police Reform Project's report noted that UNDP has a stronger entry point to engage

²³ In particular a number of deputised staff have been included, compromising the independence of the NHRC. Final Evaluation of the UNDP Capacity Development Project (BHRC-CDP) May 2010 - December 2014.

²⁴ Mid-Term Review, Bangladesh National Human Rights Commission - Capacity Development Project, October 2013.

on human rights than previously. If this is managed pragmatically then results are likely. A common approach between Country Office, police and NHRC projects is needed.²⁵ The PRP identified that future work undertaken by UNDP with the police 'needs to be more explicit about human rights.'²⁶ The project also noted a need to focus on ensuring that police interests align with project proposals. This has been incorporated in the design of the Programme via close consultations with the police. Police based training and activity has accordingly been built based on suggestions coming from within the police themselves. Moreover, the PRP identifies that the human rights discourse taking place between UNDP and the police through the PRP project was able to make some gains and led to an improved human rights understanding within the police. This Programme will continue that discussion.

4. Programme rationale:

Bangladesh is signatory to eight out of the nine core international human rights treaties, illustrating the Government's commitment to upholding international human rights standards in the country.²⁷ Concrete steps have been suggested in the Government's draft seventh five year plan to strengthen the NHRC as well as human rights awareness in Bangladesh. Steps include:

1. Enhancing efficiency of the NHRC by ensuring adequate funding, which will increase its independence and investigative scope and grant it executive authority;
2. Increasing awareness of human rights standards and enforcement, particularly among vulnerable and marginalized groups by making information accessible and understandable to the general public; and,
3. Challenging the culture of impunity and raising awareness through human rights education for public servants, law enforcement and the judiciary.

The new UNDP Human Rights Programme will contribute in substantial ways to the achievement of each of these three steps. The new Programme has been designed more broadly than the current BNHRC-CDP, which addressed only capacity building of the NHRC, allowing it to better address those three key steps of the Government's draft five-year plan.

Further consultations with government bodies, national level NGOs, community based organizations, different human rights platforms and human rights associations have stressed the necessity to continue working on core human rights issues in the country from both a top-down and a bottom-up approach. Thus UNDP has designed its next generation of support through this Programme addressing the recommendations from the draft seventh five-year plan as well as working with a range of stakeholders to ensure that the most disadvantaged and vulnerable groups in society, including women, persons with disabilities, ethnic, religious minorities, other minorities and children are protected. Considering the situation analysis and the nascent NHRC's capacities there is a clear need for this support to continue.

UNDP has consulted extensively with the NHRC in the development of this Programme, having undertaken a series of meetings and interviews with key NHRC staff during the conception, formulation and refining of the Programme's parameters. In addition, the NHRC has worked with the

²⁵ PRP: Strengthening Public Safety and Policing; A concept for future security and justice programming in Bangladesh

²⁶ Ibid

²⁷ Treaty body index, report prepared by Independent consultant. The core treaty not yet ratified is the Convention for the Protection of All Persons from Enforced Disappearances (CED). It has also not yet ratified the Optional Protocol to the Convention against Torture (OPCAT).

BNHRC-CDP to develop their Strategic Plan 2016-2020, which both informed the development of the Programme and contributed key information on the gaps present in the NHRC's institutional capacity.

The aspects of the new Programme that focus on capacity development and assistance to the NHRC are firmly couched within the priorities of the NHRC Strategic Plan, now adopted by the Commission. However, it must be noted that not all of the Strategic Plan is covered by the Human Rights Programme. This reflects both the need for UNDP to focus its priorities as well as ensuring the independence of the NHRC as a human rights institution. Additionally, the Human Rights Programme has significant elements that are not contained within the NHRC's Strategic Plan, those being the areas which do not deal with the NHRC directly, the challenge fund and certain CSO and activities pertaining to ethnic minorities.

The new Human Rights Programme therefore will continue to support the NHRC, enabling it to expand at the divisional level, strengthen its capacity at broad data gathering methods and analysis, undertake targeted engagement and collaboration with civil society, and build on established mechanisms to incorporate greater understanding of human rights. The NHRC will be a key ally throughout the duration of the Programme, enabling it to better collect and analyse information as well as disseminate and act as a platform to bring together and advocate for key recommendations at the national level.

A key element of the new Programme is to continue to support the NHRC to fulfil its core mandate especially those mentioned in the Commission's Strategic Plan 2016-2020. Additional activities will be planned through the new Programme to compliment the NHRCs activities to ensure protection and promotion of human rights in Bangladesh through the following components:

- strengthening the work of civil society in human rights advocacy and awareness raising;
- training law enforcement agencies to be more effective in protecting human rights;
- addressing gender issues in Bangladesh; and,
- advocating with and for ethnic minorities.

The Programme will work within the following primary partnerships: the NHRC, CSO/NGO/CBO, academic institutions, relevant agencies of the UN, different projects within UNDP, different media agencies both print and electronic, relevant government ministries through the human rights focal points of those ministries, local administration and the police. The majority of Programme activities will engage multiple partnerships in a single activity reflecting the Programme focus on building coalitions and strengthening the human rights space in Bangladesh. While continuing to seek advice and consult with the NHRC, the Programme will build the capacity of CSOs and Police where the situation warrants. This reflects the capacity of the NHRC as well as contextual realities wherein certain spaces will be benefited from low or no NHRC involvement. In addition, there will be large-scale awareness raising and advocacy campaigns throughout the Programme. BBC Action Media or any such agency will be contracted on a long term basis to support this initiative. Their performance will be monitored closely to ensure quality and efficiency. Standard UNDP rules and regulations on contract administration will apply.

The new Programme will encourage and support the Government and its agencies, the NHRC and Bangladeshi civil society to approach policy development, service delivery and decision-making from a proactive human rights perspective – rather than reviewing situations, decisions or actions after the fact. It will improve the quality of advocacy for the NHRC, CSOs and CBOs and ensure that the most vulnerable and marginalised groups are better able to enjoy their basic rights.

Programme Principles

- All laws, policy and technical assistance should further help the realisation of human rights as espoused in international obligations and the national laws of Bangladesh
- Human Rights Principles should guide policy formulation and programming with all the partners and stakeholders of this Programme
- Recognition of informed inclusive participatory decision making as the most effective method of addressing rights gaps and building connections between right holders and duty bearers

5. Programme strategy

The strategic premise of UNDP's new Human Rights Programme is the promotion and protection of human rights, which requires strong independent institutions, active and engaged CSOs and CBOs, participation by affected groups and individuals, and broad public knowledge, awareness and support. The Programme therefore includes components directed towards institutions, civil society, vulnerable and marginalised groups, and the general community in Bangladesh.

The new Programme will adopt an integrated and comprehensive approach that will ensure that each output contributes to the achievement of every other output and each activity makes a direct contribution to the achievement of the output in which it is located. This ensures that outputs and activities complement each other and build capacity for the Programme team as a whole. Where there are issues in the undertaking of one activity the lessons learned can be delivered into related activities under other outputs. The Programme will not only be integrated and comprehensive but also effective and efficient.

The Programme will continue and build upon past work with the NHRC as a main implementing partner. At the same time, it will work closely with other government institutions and with CSOs and CBOs as and when appropriate, along with targeted communities already engaged by UNDP Programmes and projects. It will ensure alignment and interaction with other UNDP Programmes and projects.²⁸ It will continue to work at the national level²⁹ and continue the objective of reaching below that level to regional and district levels. For this purpose it will disseminate information through established union information centres.²⁹ It will work with local level NGOs and CBOs for data gathering and analysis and advocacy, as well as help build their capacity as human rights defenders. The continued intake of data from the regions will enable the NHRC to build an expanding database on the rights issues of vulnerable communities, allowing for further NHRC engagement, formulation of strategy and advocacy with relevant government institutions. Considering the sensitive, complex, interdisciplinary relations between the NHRC, other government institutions and agencies, and NGOs, coalitions will be developed, regularly reviewed and updated on a yearly basis to reflect realities on the ground.

²⁸ Working in partnership with the Government of Bangladesh and UN Habitat, UNDP is undertaking the Urban Partnerships for Poverty Reduction Project (UPPR). The UPPR, funded by UKAID, works with communities in poor urban settlements across Bangladesh to improve livelihoods and living conditions. On the basis that these communities are best placed to identify their main priorities. In particular, UPPR looks to create space for extreme poor women and empower them to make these decisions. Activities include improving the physical conditions of settlements, improving socio-economic opportunities and the development of savings and credit groups. UPPR also works to create a pro-poor policy environment, particularly through the Bangladesh Urban Forum.

²⁹ The Access to Information Programme (A2I) is a UNDP and USAID supported project (Programme) having its office at the Prime Ministers' Office. The Programme set up Upazila level information centres which are tasked to give access to the citizens of Bangladesh to critical information and technology to improve allow e-services to take root. The information centres provide critical infrastructure and an entry point for information delivery at the local level.

The Programme will also work with the most vulnerable groups of society, including women, children and young people, ethnic and religious minorities, persons with disabilities and other minorities. It will have a focus on support to the NHRC to become an important partner and player in leading gender equality campaigns. It will build the spaces available for women and girls to engage and communicate with each other to discuss human rights issues and to build new skills.

The Programme will work with the NHRC on implementing key parts of its strategic plan outlined in Annex B.

These goals meet requests from the NHRC to UNDP. Furthermore they respond to recommendations under the mid-term and final evaluations of the BNHRC-CDP and the capacity assessment of the NHRC.³⁰ They also account for the decisions taken at the meetings on the Human Rights Programme 2016-2020, in December 2015 and February 2016.

6. Programme sustainability

The Programme has a clear focus on ensuring sustainable outcomes following its completion in 2020. These are primarily based around the delivery of knowledge and education based capacity and reflect a reduction in direct financial and personnel support that featured strongly as a core of the BNHRC-CDP.

To ensure sustainability the Programme seeks to avoid developing an environment of reliance, or a situation in which the Programme operates as a 'shadow' commission. To do so, many of the activities are conceptualised around developing the capacity of new staff to undertake core functions of the commission and to rejuvenate existing infrastructure that has not been realised by the NHRC up to this point. On this level 2016 represents a key entry point for developing a sustainable human rights Programme as it comes shortly after the induction of new staff to the Commission, significantly increasing the Commission's capacity and with a turn-over of Commissioners mid-way through 2016. UNDP will continue to lobby the Government of Bangladesh and the NHRC itself to keep the momentum from this success and to advocate for a full realisation of their mandated resources.

Additionally, the Programme's CSO focused outputs are strongly based on developing connections and partnerships between CSOs and government institutions that do not require UNDP to act as a constant intermediary. By formalising partnerships, through MOUs and information sharing agreements, partnerships should be self-sustaining as they serve the mutual interests of both parties. UNDP will provide the technical assistance required to nurture these MOUs while allowing them to grow into fruitful partnerships.

Finally, the work undertaken under the Programme with the plain-land ethnic populations is focused on developing both leadership and data on these marginalised groups. Both outcomes are designed to develop a self-sustaining inertia, and to harness the power and skills of existing CSO bodies to magnify UNDP's value added at the national level. Having accomplished this, these groups will be equipped to advocate at a more effective level going forward.

³⁰ For example: "The BNHRC-CDP could consider supporting the NHRC to gather more outcome-oriented data and to improve M&E indicators." "The BNHRC-CDP and the NHRC could consider systematically gathering appropriate data concerning complaints and outcomes." "The BNHRC-CDP and the NHRC should immediately implement a redesigned procedure for regularly obtaining complainant's feedback on the quality of services provided. The questionnaire should be regularly administered in order to capture feedback information regularly rather than just ad hoc; the obtained information should be used to support work planning and evaluation processes in the NHRC."

7. Programme outputs

This Programme will have the following five outputs:

Output 1: Strengthened capacity of the National Human Rights Commission to deliver on its mandate

Leveraging the progress made through the BNHRC-CDP, the new Programme will support the institution to increase and utilise its influence and improve the quality of its deliverables. The output will be achieved through the following activity areas:

1. Support better coordination with civil society and human rights champions through a more structured approach to cooperation;
2. Support the NHRC to create a stronger network of human rights defenders (HRDs), including ongoing engagement, increased support and advocacy by the NHRC on behalf of HRDs, training, a code of conduct and certification;
3. Support thematic committees to undertake rights dialogues in their spheres, including an annual thematic forum with relevant CSOs which sets out the key priorities for the committees for the year;
4. Support the NHRC to develop and implement research, advocacy and training to increase the enjoyment of human rights by marginalised and vulnerable population groups in Bangladesh, including women and children, ethnic and religious minorities, other minorities and people with disabilities;
5. Capacity building of the NHRC to provide human rights legal analysis and advice for Parliament, the Government and the public, and for use by the NHRC and CSOs in human rights advocacy work;
6. Capacity building and support the NHRC to undertake test case litigation in key areas of human rights promotion and protection;
7. Support the NHRC to build a formal human rights database which collects human rights information by leveraging (SMS based) crowd sourcing methodologies and CSO, CBO and other networks;
8. Support the NHRC to utilise the Legal Aid Act and the Local Authority Act which provide for the NHRC to engage with legal aid centres and local information sharing institutions leveraging existing and future UNDP access to justice initiatives;
9. Support the establishment of NHRC regional offices at the division level;
10. Support the NHRC to adopt and implement SOPs that have yet not been implemented; and,
11. Capacity building with the NHRC to undertake continued training:
 - a. onsite training through a mentoring programme
 - b. outside expertise for regular training on human rights and current issues
12. Support an NHRC led nation-wide year-long campaign on an invisible/ignored topic to build the issues profile, for example 'the year of the tea garden worker'.

The Programme will continue the work of the BNHRC-CDP in building the NHRC as the pre-eminent human rights institution in Bangladesh. It will strengthen the NHRC through providing increased

training of staff, as well as assisting in the creation of flagship NHRC resources for public consumption. This will include human rights legal analysis and advice for Parliament, the Government and the public and for use by the NHRC and CSOs in human rights advocacy. The NHRC's enhanced legal capacity will also enable it to undertake and support test case litigation to further develop human rights jurisprudence in Bangladesh. To increase the reach of these resources the NHRC will be supported in leveraging the Legal Aid Act and the Local Authority Act to engage with legal aid centres and local information sharing centres. This work will be done in conjunction with relevant UNDP projects, such as the Access to Information project. It will also be linked to Programme Outputs 2, 4 and 5.

A training plan and an awareness and advocacy plan for the commission will be prepared within 6 months of the Programme's initiation.

Engagement with CSO and CBO stakeholders will be supported through work to develop and crystallise the process of NHRC interaction with stakeholders. This activity too, will be linked with Programme Output 2. The NHRC will be supported in developing generic MOU templates as well as building coalitions of CSO communities to enhance its capacity to support these organisations in their work through its national level voice. This process will include a methodology for centralising at the NHRC human rights related data being produced by relevant stakeholders. The Programme will further support similar cooperation with HRD networks by developing with the NHRC a more robust HRD network database and community. HRDs will receive ongoing training and capacity building from the NHRC as well as a formalised network leveraging internet based resources to allow them to stay connected in the field.

Additionally, the Programme will work with the NHRC, CSOs and CBOs, particularly those representing vulnerable and marginalised groups, to initiate the development of community profiles in pilot unions/districts. The Programme will work to identify CSOs and CBOs in priority areas to undertake further profiles. Relation between CSOs/CBOs and the NHRC will be carefully assessed before coalitions are formed. Additional data will give a greater picture of human rights concerns and priorities in communities across districts and regions. NHRC staff in the proposed regional offices will be trained and supported in the prioritisation and facilitation of data collection with a focus on ensuring data supports the NHRC's broader human rights objectives at the national level. This will be undertaken with a view to supporting the development of the regional offices and establishing and strengthening networks of the human rights CSO coalitions at national and regional levels.

Support of the NHRC will continue, allowing it to undertake analysis of the results from the community profile exercise. The Programme will continue to capacity build NHRC staff in interpreting data and developing reports to be used as the foundation for policy. Building on the community profile exercise, the NHRC will also be supported in document management practices and effective use of precedence. By maintaining a centralised database not only of human rights issues and community profiles but also of complaints and responses, the NHRC will be able to make steady efficiency gains as the database becomes increasingly comprehensive and useable, for example, enabling similar cases to be handled, with reference to past decisions.

Analysis developed from the community profile will be utilised to further the primary responsibilities of the NHRC, in particular to advocate and build the rights of Bangladeshi citizens. The NHRC will be better placed to advocate for vulnerable groups by having access to reliable data coming in from regional centres. Moreover, the NHRC will be supported in developing campaigns and projects that build capacity and technical support for established community organisations, helping them to better understand and engage with human rights and duty bearers.

The increased public availability of information will also assist CSOs and CBOs in their human rights advocacy. They too will benefit from the enhanced database at both national and regional levels.

The Programme will support the NHRC strengthen its thematic committees, and build national debates and action around their priority areas. In line with the Strategic Plan 2016-2020, the thematic committees will be supported in creating policy responses to the community profiles, making recommendations and identifying areas of further involvement.³¹ Policy papers will draw on the analysis conducted in response to the profiles, with a focus on improving the involvement of vulnerable groups in local development-oriented decision making.

Thematic committee activities will include the holding of annual thematic forums by each committee, gathering relevant CSO and CBO stakeholders to identify key common priorities for the year ahead and develop strategies to respond to these priorities. The NHRC will be supported in organising and developing policy dialogues with key minority and vulnerable groups assist in their identification of key policy areas on which to focus these efforts. Forums will be inclusive and appropriately representative. Each forum will ideally be run by a relevant committee with an NHRC commissioner as chair and with responsibility to develop reports and recommendations. The Programme will then work with NHRC staff to develop policy papers regularly with concrete goals and outcomes coming from the forum.

The Programme will support the NHRC in developing regional offices in the different divisions of Bangladesh to increase its effectiveness as a rights defender outside Dhaka and to support human rights initiatives and advocacy at the national level with regional contributions. NHRC regional offices will serve a key role in delivering NHRC human rights initiatives at the divisional level. With CSO and CBO coalitions they will facilitate the collection of data and key human rights indicators for use by headquarters in its human rights engagement with the Government of Bangladesh. The offices will focus on four key areas:

1. Awareness raising in regional communities of the NHRC's role
2. Supporting NHRC Headquarters to undertake human rights training education campaigns
3. Facilitating data collection and transfer on vulnerable communities in their divisions to enhance NHRC's advocacy efforts, and
4. Act as a first point of contact for human rights complaints handling.

Regional offices will be established in different phases taking into consideration practical issues like human and financial resources. It will not be possible or desirable to establish more than a few (three or four) during the first two years and then ensure their effective functioning before considering the establishment of others. The NHRC will need to consult with CSOs and CBOs to determine the priority divisions for the first offices. Clear criteria should be set in advance to enable the objective assessment of alternatives.

The NHRC will need to develop a standard operating procedure for operations at the regional level, ensuring that regional offices do not overstretch the capacity or resources of the NHRC. This will address issues with the NHRC's regional and divisional level presence, a key weakness found in its 2014 Capacity Assessment.

Regional offices at the divisional level will have a low staff footprint, and will initially be equipped to primarily support NHRC headquarters campaigns and data collection from the divisional level. The Programme will support the training of staff in these locations. The regional offices will further expand NHRC's role and reputation as the primary mechanism for human rights complaints and decrease the perception of *ad hoc* human rights complaints handling, as identified in its assessment report. The

³¹ 2nd Strategic Plan of National Human Rights Committee 2016-2020.

Programme will help build capacity of the NHRC regional offices to operate effectively in undertaking complaints handling, local duty bearer interaction and localised human rights education and advocacy. The regional offices will increase the NHRC's capacity to advocate for the rights of vulnerable and minority communities located outside of Dhaka through the provision of more accurate, nuanced and engaged data and analysis. Staff in regional offices will be trained with a particular focus on gender rights, and gender rights CSOs at the regional level will be targeted for MOUs with the offices. This will enable a greater penetration for these critical rights at the regional level, along with better delivery of data at the national level on the rights of women and girls.

The Programme will support the NHRC in building a mobile complaints unit to improve the capacity and accessibility of the NHRC at the divisional level where there is no regional office or before a regional office is established. The complaints unit will travel to divisions undertaking human rights education and receiving human rights complaints.

The opening of regional human rights offices will be accompanied by human rights focused events and local media presence in the division, formulating the foundation for future advocacy and education actions. This will be supported on the national level by helping the NHRC undertake a year-long campaign on an invisible or ignored human rights issue, for example 'the Year of the Tea Garden Worker'. The campaign will include workshops, national strategies and recommendations and media involvement to draw attention to the issue and enhance the national dialogue.

Recognising that other minority communities in Bangladesh are also chronically ignored and lack advocacy spaces, the Programme will support the NHRC to champion their cause consistently with its mandate. Where minorities do not feel safe to advocate for their rights on their own behalf, due to community, religious or social expectations the NHRC is well placed to add value. UNDP will undertake capacity building training in the rights of such communities for NHRC staff as required. This will be combined by building linkages between prominent volunteer groups working with minorities, and promoting key campaigns undertaken by these organisations to build resilience and rights understanding such as Project Dhee³². This aspect of the output will be undertaken with other relevant UN agencies such as UNAIDS, UN Women and OHCHR to ensure that campaigns incorporate all the rights relevant to identified minorities.

The Programme will also continue to support the NHRC in adopting and implementing key policy documents.

Output 2: Enhanced capacity of civil society and community based organisations to engage in human rights advocacy and awareness raising

As noted in Output 1, the Programme will support the NHRC to strengthen its partnership with CSOs through a formalised and coordinated process of MOU making and coalition building. The criteria for MOUs between NHRC and NGOs/CSOs/CBOs will be based on local priorities based on NHRCs guidelines.

In addition, the new Programme will seek to enhance civil society capacity through activities in the following areas:

1. Undertake mapping of civil society organisations and initiatives in relation to human rights
2. Support CSOs to form coalitions, leveraging the established community radio networks and building human rights programming capacity

³² <https://www.facebook.com/projectdhee/>

3. Build a formal online forum for human rights defenders to engage in human rights discussions and where they can gain access to resources and support for their work
4. Set-up a challenge fund³³, administered jointly between UNDP and CSOs enabling experimental funding across a wide range of CSOs to identify innovations and nurture human right coalitions
5. Hold regular training sessions for human rights defenders drawing on in-country academic and legal expertise
6. Capacity build NGOs to engage with Union Parishad governments by establishing MOUs which build human rights support into local governance mechanisms and have local government buy-in to human rights initiatives
7. Support CSOs and CBOs feed their human rights data into a database under the auspices of the NHRC, and
8. Support organisations engaging with school based rights education that formalise their interventions into the curricula, in particular those that have already established relationships with these institutions through MOUs.

Bangladesh has a longstanding tradition of civil society associations. According to one estimate, the number of CSOs registered with various governmental authorities totals 250,000.³⁴ Among these, it is estimated that around 50,000 organizations are active. Many of these organisations play an important role at national, regional and local levels in promoting democratic governance, rule of law and human rights.

Following a process of CSO and CBO mapping, the Programme will increase its engagement with human rights CSOs and CBOs to enhance their human rights advocacy and leverage their established community presence.

The Programme will work with local CBOs and CSOs to develop their comparative advantages in articulating citizen's interests and defending rights, mediating between citizen and state, and mobilizing their grassroots organization base.³⁵ The Programme will develop the following key pillars in developing CBO and CSO capacity:

- building civil society coalitions, and
- strengthening CSOs and CBOs working with locally based governmental institutions and media.

The output will build cohesive bases for the advocacy of rights among vulnerable communities by supporting the creation of human rights based coalitions that include agreements to share strategic resources, such as community radio, as well as building rights capacity. Because issues around rights enjoyment can often be cross cutting across vulnerable communities (for example the right to education may be limited for persons with disabilities and Dalits as well as religious minorities), building partnerships between CSOs representing different vulnerable communities will assist in amplifying their voices for advocacy on these issues. Utilising data collected under Output 1 the Programme will develop a human rights matrix in Programme regions, that identifies key human rights concerns with a focus on these cross cutting issues, such as the right to education, the right to an

³³ See 'Management Arrangements' Section for information on the management of the Challenge Fund.

³⁴ <http://www.icnl.org/research/monitor/bangladesh.html>

³⁵ UNDP Partners in Human Development Report 2003

adequate standard of living or the right to health. The Programme will work with established HRDs and networks in these regions, as well as build the capacity of CSOs and CBOs acting for vulnerable communities as HRDs, to advocate on human rights of a cross cutting nature. This will include developing spaces in which vulnerable communities can be consulted and supported in advocating for their rights, including through engagement with key Government institutions and the media under the other pillars of this output.

Building coalitions of vulnerable groups will support the work already undertaken by the NHRC in this area. The Programme will ensure the deployment of regional offices of the NHRC will enhance and not erode the important roles these groups play in human rights advocacy.³⁶ In many cases the NHRC already utilises these partnerships to act as human rights watchdogs, sparking the NHRC to undertake investigations based on their findings. However, this process is often ad-hoc and has been criticized for its lack of follow through. The Programme will work with CSOs and CBOs to build their capacity to support the NHRC in its investigations and complaints handling.

To support the work of HRDs and champions at the regional and district levels the Programme will build an online forum connecting these groups. The forum will open a space where HRDs can share experiences, best practices and resources on their ongoing work. It will be moderated by key activists. It will include a monthly newsletter sharing news and information relevant to HRDs around the country. Investments will be made in online training courses through COURSERA, as well as other human rights focused courses available online, to provide connected HRDs with ongoing and coordinated learning opportunities. This will include developing their understanding of the rights of women and girls and their ability to identify and address underlying causes of endemic discrimination towards these groups. Much of the activities mentioned above will be done through the MOUs signed between NHRC and the CSOs/CBOs/NGOs which will be implemented to complement the work of the NHRC.

The Programme will set-up a challenge fund to enable experimental funding across a wide range of CSOs/NGOs/CBOs to identify innovations and nurture human rights coalitions. It will identify and select intermediaries with a track record of working with hard to reach groups, with a special focus on vulnerable groups such as minorities, youth, and women. It will broker a range of different funding mechanisms and/or differentiated grant-making mechanisms to reach CSOs and CBOs with limited management capacity. It will work from the bottom up to target marginal groups from the outset. Applicants for the challenge fund will need to meet additional requirements, such as ensuring that they incorporate considerations of gender and minorities in their proposals. The challenge fund will be managed by UNDP.

Consultations with CSOs in key local vulnerable communities demonstrated that UNDP can provide human rights based support by increasing their capacity to work with local government institutions to build spaces for these communities that can express human rights requirements at that level. The Programme will work with local governance mechanisms and institutions to broker spaces for vulnerable communities that advocate for greater enjoyment of their rights. As an entry point, the Programme will utilise its established relationships with local governance mechanisms and institutions built up under other UNDP development Programmes. This has been undertaken by a number of CSOs and CBOs already, although UNDP has not found any in the human rights space. By formalising MOUs between human rights based CSOs, local governance institutions can be brought into the rights based conversations in their regions. The Programme will build the capacity of CSOs to leverage these relationships, for example, by including the local mechanisms in International Human Rights Day, or by increasing the training capacity of CSOs to undertake human rights education for local officials.

³⁶ BNHRC-CDPP Evaluation Report p38

Additionally, the Programme will work with local level standing committees on women and girls to increase their interconnectivity with gender rights CSOs, women's legal aid centres and the NHRC. This will facilitate advocacy to bring women's rights to the core of local government decision making.

Additionally, the Programme will work with organisations built under the Urban Partnerships for Poverty Reduction (UPPR) to minimise overlap, reduce representative bloat and build on established channels in Programme areas. The Programme will build the capacity of community coalitions of CSO and CBOs as well as human rights defenders and partnerships to establish human rights priorities and present achievable requests to local institutions. The Programme will work on building community policing initiatives, as well as platforms for human rights discussions between vulnerable community groups and police forces to improve the understanding and human rights approach of policing at the community level.

The Programme will work with CSOs and CBOs in vulnerable communities to better engage with the media. It will undertake a variety of capacity building and training initiatives with local level CSOs and CBOs to increase their media connectivity and ability to influence the production of stories. Training will include building capacity in communications strategy at the local level, for example through:

1. Objectives of communication;
2. Audience identification;
3. Messaging;
4. Communication methodology (including medium and timeline);
5. Manner of assessing communication success; and,
6. Communications strategy synergies (i.e. are there other organisations with strategies in place?).

The Programme will further work with media service providers in regional centres, through NHRC workshops, to build capacity and understanding of human rights obligations at the local level and the responsibilities of the media in reporting. This will further build local media's capacity to report human rights in a manner that is both informed and informative, developing local populations' understanding of rights and rights-gaps in their communities.

Output 3: Enhanced capacity of law enforcement agencies, in particular police, on human rights issues

This output resonates closely with the NHRCs focal area 5.3 of the strategic plan 2016-2020. The strategic plan clearly mentions a focus on accountability of law enforcement agencies, on prison and detention centre inspections, on eradicating violence against women and girls, extra-judicial killings, torture and disappearances, and on the fulfilment of economic, social and cultural rights. It also specifically talks about enhancing the capacity of law enforcement agencies on human rights issues, developing human rights manuals for police, judiciary and public servants.

In close collaboration with the NHRC and Police command structures, the new Programme will undertake activities in the following areas under Output 3:

1. Establish a network of human rights champions and focal points in divisional and district police HQs;
2. Provide continued and relevant training on human rights to law enforcement officers and build a formal network among them for mutual support;

3. Undertake training on the rights of women and girls and appropriate police engagement with issues specifically relevant to gender;
4. Map current interventions on human rights taking place with the police force;
5. Undertake joint campaigns with NHRC, law enforcement agencies and CSOs, starting with key human rights events (International Human Rights Day etc.) and key human rights issues (for example, the rights of human rights defenders); and,
6. Facilitate regular CSO meetings with law enforcement agencies, including at divisional and district levels, to discuss current human rights and policing issues

The Programme will undertake action with Police at the district level developing a network of 'human rights champions' at police headquarters at the divisional and district levels. Human rights champions will be charged with advocating and awareness raising of the importance of human rights to their colleagues. Champions will ideally be identified through a process of application and selection, although this will be undertaken with extensive consultation with police hierarchy. Should an application process not be feasible or agreeable, a process of selection by recommendation may be considered. Training in human rights relevant to their work will be provided to the selected champions. The Programme will work with the NHRC to ensure that human rights champions receive ongoing training and are connected through formalised networks. This will include supporting key meetings between police human rights champions, human rights CSOs and CBOs and the NHRC to encourage connectivity between these key actors in local human rights delivery.

The Programme will work with the police to undertake further mapping that determines human rights interventions currently being undertaken by police. It will develop a gaps analysis and identify ways in which human rights training of uniformed personnel can be improved through more structured and interconnected training.

The Programme will work with the NHRC and stakeholder CSOs and CBOs to increase the involvement of the uniformed services in human rights related events, such as International Human Rights Day. This process will encourage the police force to take ownership of rights, while simultaneously providing an advocacy and education platform. High level participation among policing forces will additionally allow leadership to be shown on human rights issues.

Additionally, with police hierarchical support the Programme will establish a mechanism, in the form of a network of human rights desks, to address human rights issues arising from alleged police mistreatment, excessive force, and abuse of power. The desks will provide for victims to complain about violations in a safe and secure manner with clearly identified parameters for how complaints are handled going forward. The Programme will work closely with police stations at the divisional level to determine the safest manner in which to undertake such complaints handling, protect alleged victims, and provide adequate transparency and chance for response from accused.

The Programme will work to build forums for human rights dialogue between the NHRC, key human rights CSOs; and the police force. Regular meetings will be held to bring these groups together to discuss key human rights issues affecting their responsibilities, and determine what cooperation can be undertaken to build capacity between the groups. The Chief Technical Advisor will act as chair to facilitate dialogue and approach issues, ensuring neutrality.

The Programme will also explore possibilities for collaboration with other law enforcement agencies in building human rights awareness and strengthening human rights compliance.

Output 4: Strengthened capacity of national stakeholders to better protect and promote women's rights

Gender equality work under the new Programme will include the following:

1. Map current initiatives being undertaken by CSOs in this space;
2. Undertake campaigns focused on priority areas for women and girls;
3. Support the NHRC thematic working group to work with Union Parishad Standing Committees on women and girls;
4. Undertake a specific initiative through the Urban Partnerships for Poverty Reduction Programme on the rights of ultra-poor women; and,
5. Undertake a specific initiative with Dalit women, building on the capacities of existing structures.

The Programme will undertake a further mapping process to determine current initiatives being undertaken by the NHRC and UNDP on the rights of women including in the informal sector. The mapping will be accompanied by a gap analysis, as well as a process to identify efficiencies that can be undertaken to streamline disparate gender based action. The Programme will support action across UNDP's projects in relation to equality of rights for women, including a specific focus on incorporating processes to engage in activities and campaigns that combat VAW in Programme target populations.

This output builds on the NHRC's successful partnerships in building the Brave Men Campaign which was focused on developing gender sensitization training in schools to promote an understanding and respect for women's rights, and to encourage equality between the sexes and, ultimately, to get boys to resist violence against women.

The Programme will continue the NHRC's involvement in gender equality initiatives in new campaigns focused on key gaps in gender equality across the country, and drawing on UNDP's comparative advantage in interacting with government institutions, such as the Ministry of Education.

This output will further strengthen the capacity of the NHRC to engage in women's rights campaigns and further develop its partnerships with key gender specialising NGOs and CSOs. The campaigns will aim to bring women together to discuss their rights and build their linkages with relevant stakeholder groups - in particular with the Government and rights based advocacy groups. This output will ensure that the NHRC continues to be a key player in realising women's rights in Bangladesh more fully, and that it engages more thoroughly with rights identified as important through consultation, mediation and ideas development with affected women, thereby avoiding a top-down approach.

Examples of innovative campaigns that the NHRC will be supported in undertaking include:

Girl's Assembly Campaign

This campaign will focus on building a citizen's assembly for girls aged between 15 and 24³⁷ to discuss issues relevant to them³⁸ and to produce papers with recommendations and discussion topics for wider dissemination to youth NGOs. The campaign will call for volunteers across Bangladesh and select from these a group of engaged young people. They will meet twice during the year in Dhaka,

³⁷ The age range that the National Social Protection Strategy identifies as of 'growing concern' NSSS, third draft, 2014 p 61.

³⁸ Such as child marriage, sexual harassment and discrimination, and secondary school dropout, *More Investment in Social Protection for Adolescent Girls, Save the Children, Bangladesh*

with guest speakers, a detailed agenda of discussion topics and presentations. UNDP, in conjunction with the NHRC, will arrange for media coverage.

The Girl's Assembly Campaign will incorporate traditional and social media to increase the reach of the discussions. The inclusion of social media is designed to widen the scope of discussions and bring in participation from people who may not normally be capable of engaging in the forum. The Programme will support the NHRC in monitoring the social media elements of the campaign to ensure that it remains a rights based and respectful place for participants to engage in.

The campaign will have two aims

- to give an increased voice to young women to express human rights issues that are of importance to them and develop practical recommendations to meet these, and
- to better integrate the NHRC into the discussion of women's rights in Bangladesh.

The NHRC, as the peak human rights body, needs to be at the forefront of ensuring women's equality in law and fact within Bangladesh. The Girl's Assembly Campaign will increase the visibility of the NHRC in this area and underscore that women's rights are human rights. Strong partnerships with UNDP's new Access to Justice Project will be maintained as well the new project on Accelerating Efforts to Prevent and Respond to Sexual and Gender Based Violence. Partnerships will also be built with UNDP's youth project and ARENA as well the government counterparts involved.

The Campaign will also build the NHRC's connectivity with women's rights networks, led by the NHRC's Thematic Committee on Women. The Programme will further support the NHRC in building relationships with women's CSOs in the context of the campaign. NHRC will increase its presence in the gender space and build its role as an advocate for these rights.

Gender violence and harassment awareness school campaign

Gender violence is prohibited under Bangladesh's law but the prevalence remains high.³⁹ There are multiple structural, cultural, economic and other reasons for this state of affairs. Early education will provide a more solid grounding for wider initiatives on gender violence and gender equality. It has been found that gender based harassment is also prevalent in schools,⁴⁰ and that this in turn is limiting girls' ability to complete their education as well as entrenching views that such behavior is socially acceptable.⁴¹

This campaign will focus on reducing gender based harassment in schools through education on women's rights and building awareness of gender equality within a human rights framework. The NHRC will lead the campaign which will include materials for classrooms to discuss violence and harassment of women and girls, including ways to combat and report it. The campaign will culminate in selected districts' interschool carnivals supported by the NHRC which will include speakers, information stands, games, and plays performed by local children.

NHRC Thematic committee on women

The Programme will expand the NHRC's role in undertaking gender based advocacy and policy development. NHRC's women's committee will be supported to develop further campaigns around the country and build the NHRC's profile as the primary body for human rights in Bangladesh. The

³⁹ For example up to 87% of married women had experienced violence in the past year. UNDP-UN Joint Programme on VAW *Study on National Online Database on Violence Against Women Bangladesh*, 2103 p8.

⁴⁰ An ActionAid study found that 97% of boys in a nation-wide study reported that they harassed girls on their way to school, while 73% of parents said this was reason enough to end their daughters' education (ActionAid, 2005).

⁴¹ Save the Children, *More Investment in Social Protection for Adolescent Girls Bangladesh*.

NHRC's capacity will be built to improve the gender aspects of its website and its appearance in the media relating to the full scope of women's rights, not just those relating to ending violence against women. The Programme will build the capacity of the NHRC to advocate for greater women's equality, working closely with UN Women, the ILO and key women's rights NGOs. The NHRC will organise and run high level women's rights workshops with speakers drawn from international women's rights advocates dealing with important aspects of gender rights including labour rights, family law and violence against women.

The Programme will support the NHRC thematic committee to develop its engagement with local government actors on women's rights. In particular, the committee will be supported to develop training and supporting materials for the Union Parishad Standing Committees on Women and Girls. The Standing Committees represent a key entry point to engage in discussion of gender equality in regional areas. The thematic committee will be able to build capacity among standing committees to leverage existing gender laws which are not being fully implemented or respected at the regional level. The thematic committee will be further supported in undertaking a gender equality workshop with selected Standing Committee members, with results and recommendations disseminated to Upazilas Standing Committees across the country.

The Programme will engage in a specific initiative with women from the urban poor by engaging with the UNDP's Urban Partnerships for Poverty Reduction Project (UPPR). The UPPR has a demonstrable engagement with women and girls living in poverty in urban environments, capacity building them to improve their living environments and to provide resources and knowledge to lift themselves from poverty.⁴² This has included some efforts to support women in accessing legal services.⁴³ The Programme will build on these connections to provide support and education on the rights of women in communities of the urban poor. In particular, the Programme will work with Dalit groups and support them to understand and advocate for their rights.

This output will continue to build the capacity of the NHRC to engage with the rights of women and girls. This will take place as a passive capacity development as well as active campaigns focused on these rights. The former shall be developed through training and the development of a closer relationship and closer cooperation between UN-Women and the NHRC. Training will be undertaken by UNDP's Gender Specialist for new NHRC staff, as well as refresher courses for established secretariat employees. Further, the links between the NHRC and UN-Women will be increased through particular cooperation with the thematic committee on women. UN Women will be leveraged to work with the NHRC to develop a gender policy which will feed into annual priorities as set out in the strategic plans of the NHRC.

The Programme will additionally support the NHRC to work with Dalit communities in support of the rights of women and girls. Dalit communities have demonstrably suffered from significant rights deprivation based off their social status. This impact is magnified for Dalit women, many of whom do not feel capable of accessing basic services, and instead rely on informal 'Panchayet' council's to act as intermediaries, as well as to dispense justice and make community decisions.⁴⁴ The Panchayet is made up of senior Dalit men, and lacks representation for women and girls. CSOs have been active in this space building 'shadow Panchayets' as well as encouraging women to attend Panchayet meetings to act as eyes in the decision making process.⁴⁵ The Programme will work with the NHRC in conjunction

⁴² UNDP Programme Document UPPR.

⁴³ UNDP UPPR Annual Report 2013.

⁴⁴ Consultations held with SHAREE on Dalit women and mechanisms 21/10/15

⁴⁵ SHAREE Annual report 2014

with CSOs active in this space to improve the operation of these mechanisms, particularly in relation to the advocacy of the rights of women and girls.

Output 5: Strengthened capacity of national stakeholders to better protect and promote the rights of ethnic minorities

There are few projects working for the protection and promotion of the plainlands ethnic communities even though they account for more than 70% of the total ethnic population in the country. Thus the programme will focus on plainland ethnic minorities while taking lessons from the CHTDF project and other projects working on ethnic minority issues. This will be undertaken in conjunction with proposed projects being developed by the International Labour Organization (ILO) and United Nations Educational, Scientific and Cultural Organization (UNESCO) on the plain-land ethnic population. These complementary projects include work developing their understanding of rights under key ILO conventions, as well as efforts to ensure that cultural heritage is protected and recognised as per the standards set out in international law. The UNDP aspects of this cooperation will draw these organisations together to ensure that efforts are not developed in silos and that activities are undertaken in a complimentary manner. The Programme will achieve substantial gains for the rights and development of ethnic minorities in Bangladesh through:

1. Support NHRC regional offices to form networks with ethnic advocates and human rights defenders;
2. Establish formal collaboration with the Parliamentary Caucus by:
 - a. Supporting fact finding missions;
 - b. Supporting the Caucus so that the already drafted Bangladesh Minority Peoples' Rights Act (BIPRA) draft Bill is passed by the Bangladesh Parliament in one of its forms; and,
 - c. Support legislative amendments and administrative orders relating to the rights of ethnic minorities;
3. Advocacy for ratification of instruments related to ethnic minorities;
4. Support CSOs undertaking further research into the rights enjoyment of plain-land ethnic minorities, including research on gender issues in their communities and building data collection systems for information on violence against ethnic people;
5. Connect ethnic minorities with community radio stations to broadcast minority language programming and rights education;
6. Support the next generation of youth leaders from ethnic minority communities through holding leadership trainings, holding camps and establishing networks, including at least a 50% representation of girls;
7. Support capacity building of local ethnic CBOs to formalise engagement with Union Parishad Government;
8. Support engagement by ethnic minority youth leaders within the international rights community; and,
9. Hold dialogues with ethnic minority police officers and rights training for them.

Bangladesh is a country with diverse cultures and identities. As many as 47 Tribal Minorities/ Small Ethnic Groups live in different parts of the country, currently reaching over 3 million. While the Government has ratified most international human right treaties, these communities are often among the populations in society that are the most marginalized and discriminated against, falling behind on access to healthcare, education and participation in processes that affect their future. Continuous human rights violations, such as land grabbing, communal attacks, forced labour, violence against ethnic women including rape and murder, sexual harassment, physical assaults, and violence against ethnic children prevail in all regions where they live. The Programme will address the particular human rights challenges ethnic minorities continue to face in Bangladesh, specifically in the plain lands.

The Programme will work in collaboration with the, CSOs and CBOs and the ethnic minorities thematic committee of the NHRC. Effort and resources to support ethnic minorities have primarily been directed to those living in the CHT. The Programme will endeavor to bring light also to issues concerning groups living in the plain lands by undertaking further research into the rights enjoyment of plain-land ethnic minorities and supporting the building of data collection systems for information on violence against minorities. Recognising that VAW, and the rights of women and girls in general, are issues within these communities, the Programme will work to engage communities on these rights. Through training and leveraging local women's CSOs the Programme will work to improve the understanding of the rights of women and girls in these communities.

At the national level, the Programme will establish a formal collaboration with the Parliamentary Caucus to support fact finding missions and the development of policies and legislation relating to the rights of ethnic minorities.

The Programme will support NHRC regional offices to form networks with ethnic minority advocates and HRDs, building on existing networks and collaborations. The Programme will establish regional dialogues with members from ethnic CSOs and CBOs working with the police, as well as chairmen and members of Upazillas and Union Parishads, to create a network of local change makers and advocates within the system.

At the local level, the Programme will focus on awareness raising by linking ethnic minorities with community radio stations to broadcast ethnic language programming and rights education. Capacity and leadership development empowers young people with the tools, skills and attitudes necessary to influence change. The Programme will support the next generation of young leaders through holding capacity and leadership training camps, establishing youth networks and connecting them to the regional and international rights community.

Most development interventions also view communities at the local level as beneficiaries and targets, as well as dialogue participants. Additionally, they are also agents of change and rights-holders with capacities to innovate and identify local solutions. The Programme will work closely with local authorities and the law enforcement to improve their responsiveness to ethnic minority voices through formalised multi-party compacts and local action networks in targeted areas. These action networks will undertake joint initiatives with support from the challenge fund to enhance cohesion, social security and tolerance at the community level in the targeted areas and serve as a platform for sensitization, joint action plans and campaigns. Furthermore, rights training will be provided to build a network of experts within these institutions.

8. Management Arrangements

Implementations Strategy

Through the Direct Execution model (DEX), UNDP will assume the role of executing agency while the NHRC will assume the role of implementing agency. In consultation with the NHRC, UNDP will execute

the Programme and ensure efficient, transparent administration and management of the Programme fund. NHRC will be the main partner and the Programme will have a clear focus on supporting the NHRC fulfil its mandate. However the advantage of this new Programme is its ability to compliment the work of NHRC to protect and promote the rights of the most vulnerable groups of society. Taking into account the limited human resources of NHRC, the Programme will engage with other partners to promote human rights in Bangladesh as and when necessary including, NGOs/CBOs, civil society, law enforcement agencies, relevant government agencies local government institutions, women's networks, and ethnic minority community networks etc. All UNDP Financial Rules and Regulations will apply as well as the Internal Control Frameworks. All Policies and Procedures applicable to UNDP operations will apply (e.g. procurement of goods and services, recruitment of project personnel etc.). The Chief Technical Advisor (CTA) will have overall responsibility of providing guidance and advice on all human rights related issues, knowledge management, thought leadership on technical issues while the Programme Coordinator will be responsible for managing the overall conduct of the Programme; implementing activities by mobilizing goods and services, checking on progress and watch for plan deviations, ensuring that changes are controlled and problems are addressed, monitoring progress and risks, reporting on progress including measures to address challenges and opportunities. It is expected that the Chief Technical Advisor will be placed directly with the NHRC⁴⁶, and will be in constant contact with all Commissioners.

UNDP through the Programme Coordinator will provide service delivery under the arrangements of DEX modality. UNDP will call upon other specialised UN agencies for additional support where necessary. This Programme will be managed in a manner consistent with the DEX manual or any future agreement between UNDP and the Government of Bangladesh.

NHRC's role

The NHRC will have the overall responsibility of providing the strategic direction of the Programme, Programme implementation strategy, guiding the Chief Technical Advisor and Programme management team on the vision of the commission on human rights issues in Bangladesh, Programme planning, Annual Work Plans, Programme monitoring and quality assurance including budgets.

A focal point will be identified from the Commission to work closely with the Programme Coordinator to provide regular input on running the day to day activities of the Programme. The focal point will be a staff member of the NHRC who will be proactive, enthusiastic, dynamic and efficient with strong human rights values. There will be monthly meetings between the CTA, Programme Coordinator, Management Team and the Chairman of the Commission/Full Time Member/Secretary to update them on Programme progress and to take prior concurrence on important issues.

Output 2 Programme activities will be implemented through MOUs signed between the NHRC and NGOs based on the NHRC's priorities, as well as through the challenge fund. In addition, the Programme will be implemented in close coordination with other relevant Government institutions.

Programme Advisory Board (PAB)

A PAB, co-chaired by the UNDP Country Director and Secretary of the NHRC will be the highest level policy and oversight body for the Programme. It will provide policy guidelines, review progress against targeted results, and ensure coordination with other national initiatives and development projects. The PAC will meet three times a year and will receive reports from the CTA and Programme Coordinator. The Programme team shall act as Secretariat.

⁴⁶ Pending UNDSS security clearance of the NHRC office

The main responsibilities of the PAB are:

- Review reports from the CTA and programme coordinator and provide policy direction;
- Endorse Annual Work Plan (AWP) 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 Programme evaluation/review findings and recommendations;
- High level Programme Assurance;
- Recommend actions to reflect new or changed policy direction in national planning documents;
- Provide inter-ministerial coordination and cross-sectoral coordination; and,
- Approve any substantive revisions of the Programme work plan.

Given the important roles that the Government and CSOs have in ensuring human rights implementation, it is important that all these parties contribute to the overall delivery of the Programme. This will ensure not just that appropriate Programme management milestones are managed and completed and that CSOs feel they have to 'buy in' to Programme elements designed to build their capacities, but also that cooperation on the human rights issues highlighted by the NHRC through the Programme is being maintained throughout the Programme term. The advisory board will have the following membership:

- Secretary, NHRC (co-chair)
- UNDP Country Director (co-chair)
- 2 members from the NHRC, the focal point being the member secretary of the PAB
- Programme Officer of UNDP relevant cluster
- 2 Donor representatives
- At least 2 representatives from Civil Society partners, as selected by PAB
- 1 member from the Economic Relations Division (ERD) not below the rank of joint secretary
- 1 member from the Ministry of Foreign Affairs (MOFA)
- 1 member from the Ministry of Home Affairs
- 1 member from the Legislative and Parliamentary Affairs Division
- Other relevant Government Departments/stakeholders as deemed necessary by the co-chairs of the committee.

Focal Point from the NHRC

The Focal Point of the Programme on behalf of the NHRC is a key post and will be from NHRC and appointed by the NHRC Chairman. The Focal Point is responsible for abetting the day to day implementation of the Programme in close conjunction with the Programme Coordinator and CTA. If

the focal point is absent due to illness, or is unable to perform the functions of the focal point for any reason, the Chairman shall appoint another member of the NHRC to fulfil the functions of the focal point.

The key responsibilities of the focal point will include:

- Apprise the NHRC and other relevant government agencies about the progress of the Programme and take prior concurrence on important issues;
- Assume responsibility for all government support and activities and accountability to government for the successful implementation of the Programme;
- Ensure mechanisms of translating outputs of Programme interventions into articulation of policy implications and recommendations and feeding them into NHRC and government policy decision making;
- Provide guidance and support for policies, procedures and preparation of annual plans of the Programme;
- Review the implementation status of the Programme;
- Participation in the preparation of AWP, progress reports, financial reports, annual reports, results reports;
- Provide guidance for coordination in order to avoid duplication;
- Ensure various national policies on the most marginalized and vulnerable groups are reflected in Programme planning;
- Provide policy advice to the CTA/Programme Coordinator such that the activities under the Programme effectively contribute to enhanced human rights in the country;
- Ensure support from other government agencies as and when necessary;
- Provide support in organizing Programme Advisory Board meeting three times a year;
- Establishing effective working relationships with UNDP and other implementing agencies, CSOs and with other officials and entities with which the Programme must interact, and
- Be a member of the challenge fund board.

Programme Implementation Committee (PIC)

A PIC will support high quality implementation of the Programme. The difference between the PAB and the PIC is that the latter will focus on ensuring provision of the necessary and critical support and services from the various stakeholders and development partners for effective implementation of the Programme.

A member from the NHRC will chair the PIC. Other members will be UNDP relevant cluster, 3 directors from NHRC, at least 3 members from CSOs/NGOs (either chosen by themselves or selected by UNDP), relevant government agencies. UNDP programme coordinator will act as member secretary.

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

The Committee will also undertake Programme review annually, or as necessary when raised by the CTA/programme coordinator.

The PIC is responsible for:

- Reviewing and monitoring progress of AWP and budget;
- Reviewing quarterly work plans and quarterly expenditure estimates;
- Reviewing bi-monthly procurement and human resources plans and confirming the procedures and progress;
- Supporting compliance with regulations and rules;
- Supporting the Programme to deliver its targeted outputs and objectives; and,
- Facilitating Programme reviews and evaluation to assist Programme assurance for performance improvement, accountability and learning.

Challenge Fund Board

The Challenge Fund will administer funding grants supporting CSO coalitions at the grassroots, divisional and national level to foster innovative human rights initiatives. The Challenge Fund will hold three rounds per annum to distribute funds, calling for proposals from interested CSO coalitions. Funding will be dependent on criteria developed in conjunction with the Programme Advisory Board, including a requirement that all Programmes be undertaken by at least two CSOs working in partnership. A Challenge Fund Board will be created, chaired by the UNDP Country Director or their delegated representative. The remainder of the board will be made up of at least 2 members from NHRC and 2 CSO representatives selected via criteria developed by the Programme Advisory Board. A quorum of at least three board members will be required for decisions on the second category (i.e. above USD 10,000) including one member from NHRC. The challenge fund will be fully managed and maintained by UNDP. Funding will be granted on the following basis:

Grant amount	Decision Board	Percentage Funding
Less than 10,000USD	UNDP Chair Decision only	30
More than 10,000USD	2 members, 2 CSO representatives, UNDP Chairing	70

Being core partners in the PAB, PIC and challenge fund, the NHRC will have strong decision making powers while providing guidance to the Programme. A Commission Focal Point will ensure the commission is also involved in the day to day management of the Programme in conjunction with the Programme Management Team. However, for each output, UNDP will consult the relevant institution for planning, implementation, approval etc.

Key responsibilities are summarised below:

UNDP	NHRC

1.	UNDP will execute the Programme and ensure efficient and transparent administration and management of the Programme fund where all financial rules and internal control frameworks, policies and procedures of UNDP will apply.	NHRC will be responsible for implementing all activities as applicable in the project document.
2.	Co-chair of the Project Advisory Board (PAB), the highest decision making body of the Programme	Co-chair of the Project Advisory Board (PAB), the highest decision making body of the Programme
3.	Member of PIC	Chair of PIC
4.	Signatory to the challenge fund agreement	Member of the challenge fund
5.	Responsible for all audits	Not responsible for any audits
6.	The CTA will have overall responsibility of providing guidance and advice, knowledge management, thought leadership on human rights etc. to the commission	The NHRC will have the overall responsibility of providing the strategic direction of the Programme, Programme implementation strategy, guiding the CTA and Programme management team on the vision of the NHRC on human rights issues in Bangladesh
7.	The Programme Coordinator is responsible for managing the overall conduct of the Programme; implementing activities by mobilizing goods and services, checking on progress and watch for plan deviations, ensuring that changes are controlled and problems addressed, monitoring progress and risks, reporting on progress including measures to address challenges and opportunities	Provide regular input on running the day to day activities of the Programme

Key Staff

Programme management and implementation can be a complex undertaking for any executing agency. A key requirement for effective execution and implementation is having a strong management system in place. UNDP will continue supporting the NHRC to develop such a necessary coordinating and management system, that can ensure successful execution of the Programme. In BNHRC-CDP, the project staff provided extensive support to the commission, to the extent that the project staff often replaced the commission staff in their core functions. This was a key criticism in the various evaluations conducted under the project, as well as independent assessments of the capacity of the commission. However, during the BNHRC-CDP's life span the commission had only 5 permanent staff (at the entry level) and 3 staff on deputation from the government (with frequent transfers) while the project had over 6 highly technical staff. Considering that the Commission had only been established as an institution the same year the project started, it was not surprising that the commission and its staff relied heavily on these national and international experts. However, during this next phase of Programme support, there will be a limited number of project experts while there will be more

commission staff. In October 2015 the commission received 20 additional staff of which 9 are professionals, thus taking the total number of professional staff to 17. Meanwhile, the Programme will have only 8 technical experts including an M&E officer. It is envisioned that the Programme staff will establish a mentoring system for the new Commission staff instead of providing core functions to the commission. The core functions of the Commission will be undertaken by the staff recruited in the first phase.

In addition, where new regional offices of the commission are established, the professional staff from the first phase of recruitment will likely be transferred to the regional offices as the more experienced staff of the NHRC. While extensive training will be provided to these Commission staff in the regions on management and administration and refresher courses, ultimately they will be responsible for the divisional level functioning of the commission with minimum hands on support from the Programme staff. This will ensure sustainability of the efforts from the first phase of the Programme as well as allow the technical staff from the Programme to concentrate on the mentoring of the new commission staff as well implement other Programme outputs with other government agencies and CSOs/CBOs.

The Programme Management team will reside with the NHRC to continue building their capacity on minority rights, statistical analysis and data collection. Throughout the life of the Programme a priority on knowledge and skill transfer from the PMT to the NHRC will be maintained. Considering the commission will have 17 professional staff and the Programme only 8, it will be difficult for UNDP to provide the same level of hands on support to the commission except in a mentoring capacity.

An inception phase review, 18 months into the Programme will be conducted to assess the capacity of NHRC and decide whether there is a need to maintain the PMT in its form for the balance of the Programme and if so, what the appropriate staffing composition is going forward. It will include capacity benchmarks and milestones monitored by the PAB, as well as other indicators as agreed upon by UNDP and the development partners within the first month of Programme initiation. The review will guide the remaining 3.5 years of the Programme. The end of the inception phase will be accompanied by an audit which will inform future programming. This will include lessons learned and an assessment of the forward capacity of the NHRC, this will have a particular focus on the new members of the NHRC following the 2016 inception of new membership. In addition to a standard M&E assessment additional milestones to assess the viability of the continued Programme will be made via the milestones mentioned in **Annex 3**.

A mid-term review will also be conducted 2.5 years into the Programme. Annual work-plans will similarly be drafted ensuring a focus on capacity and skills transfer.

Ideally the PMT and the NHRC should be co-located in the same premises. This will ensure a comprehensive skills transfer mechanism as opposed to if the Programme and commission are in separate locations. However, if that is not possible, PMT staff may be split with the Programme coordinator, human rights expert/investigator, M&E Officer, Programme officer and CSO expert located at the UNDP Country office or a designated office. The CTA, a minorities and vulnerable groups expert, and a statistical and data collection expert will reside at the NHRC office.⁴⁷ It will be in the NHRC's interest to try and co-locate the NHRC and the Programme within the same premises as soon as the new Programme starts.

Output 1 and some parts of Output 2 relate directly with the NHRC's strategic plan and priorities. It is expected that the 17 professional staff will be key to implementing the Programme with guidance and mentoring from the Programme staff. This will ensure sustainability, ownership as well as transfer of

⁴⁷ With UNDSS approval

capacity from the Programme staff to the NHRC staff with provisions for repeated refresher courses and mentoring on the job. Direct involvement in PAB and PIC will ensure ownership.

Staff of the Programme will include the following positions:

1. International Chief Technical Advisor (P5)
2. Programme Coordinator (SB5)
3. Programme Officer (SB4)
4. Expert on Communication & Advocacy (SB4)
5. Gender expert(SB4)
6. Investigation/Human Rights Expert (SB4)
7. Expert on Vulnerable Groups and Ethnic Minorities (SB4)
8. Expert on Data Analysis (SB3)
9. M & E expert (SB3)
10. Programme Assistant (SB2)
11. Joint Operations Unit

Some key responsibilities of key staff are detailed below:

Chief Technical Advisor

The CTA, an international professional, will work with commission's guidance to provide strong policy advice to the chairman of the commission as well as the remaining commissioners and its staff. The CTA's prime responsibility is to provide high level technical expertise to ensure that the Programme produces the results specified in the Programme document, to the required standard of quality and within the specified constraints of time and cost.

The main responsibilities of the CTA are:

- Ensure, in consultation with the commission, technical soundness of Programme activities and achievement of Programme outputs and outcomes
- Liaison with concerned Government of Bangladesh agencies and counterparts, and
- Formulate, operationalize and maintain monitoring and evaluation processes of the Programme in consultations with the commission.

Programme Coordinator

The Programme Coordinator will be responsible for undertaking the day to day administration and coordination of the Programme. S/he will be a vital link between the CTA, commission and PMT. In particular, the Programme Coordinator will:

- Be responsible for ensuring Programme activities take place as per advice from the CTA by providing day to day management of the Programme, including in operational, administrative and financial affairs
- Be responsible for translating the CTAs human rights knowledge into concrete outputs and activities

- ❑ Prepare various reports including but not limited to; progress reports, financial reports, and annual progress reports. Organise timely completion of technical reports under the supervision of the CTA and guidance of the commission focal point
- ❑ Organise tripartite review meetings and evaluation, and prepare documentation in consultation with CTA and commission focal point
- ❑ In conjunction with the CTA and commission focal point develop quarterly and annual work plans for the Programme
- ❑ Manage the Output teams work and ensure activities are undertaken as per the Annual Work Plan, and
- ❑ Provide guidance and supervision to the Programme Management Team to ensure the human rights Programme achieves its objectives.

Vulnerable Communities and Ethnic Minorities Expert and Data and Analysis Expert

The Programme will include two experts embedded in the NHRC who will undertake evolving support and capacity building tasks for the Commission. Their responsibilities in the first two years will be:

- ❑ Train one incoming staff member in undertaking data collection, collation and analysis and database building (Data and Analysis Expert)
- ❑ Train two incoming staff in assessing the rights of minorities and vulnerable communities and developing strategies to enhance same, and
- ❑ Work with commission staff to release research on minority rights within Bangladesh, supported by reliable data, legal and situational analysis for public dissemination.

In the final three years of the Programme the Experts will:

- ❑ Monitor and support trained staff in the undertaking of tasks related to data collection and analysis and vulnerable community rights ensuring outputs are of sufficient quality and accuracy for a NHRI, and
- ❑ Work with regional offices to train their staff in ensuring continued data is fed through to the NHRC and that the rights of vulnerable and marginalised communities are given appropriate priority.

Human Rights Expert/Investigator

The Human Rights Expert/Investigator will provide technical human rights legal and programmatic support to the output teams. The Human Rights Expert will undertake activities across the Programme, with a particular focus on the development of human rights related resources and materials. The Human Rights Expert will lend support to Programme officers and deliver quality assurance on human rights related advice and materials produced by the Programme. The Expert will:

- ❑ Support the National Human Rights Commission in the development of human rights related material
- ❑ Capacity build the investigations team of the National Human Rights Commission focusing on ensuring outcomes of investigations follow human rights standards and norms, and are mindful of precedent

- Work with CSOs and CBOs to generate materials under relevant activities (i.e. education based activities) that are of a high calibre and accurately reflect human rights standards, and
- Provide advice to the Programme, where necessary, on human rights standards and norms.

Gender Expert

The Gender Expert will provide technical advice on the mainstreaming of gender rights throughout the Programme as well as specific advice on the delivery of Output 4, which focuses on the rights of women and girls. The Gender Expert will undertake oversight work to ensure that the rights of women and girls are included in the execution of Programme activities. In addition to their role advising across the Programme, the Gender Advisor will focus on output 4 activities:

- Support the National Human Rights Commission in development of gender related material, including a five-year awareness and advocacy plan for women and girls rights
- Build partnerships and provide technical support to the Bangladesh Women Judges Association, Bangladesh Police Women's Network, Bangladesh Women Prison Officers Network, Bangladesh National Women Lawyers Association
- Capacity build the NHRC and the police in gender issues, including leading and developing training material
- Work with CSOs and CBOs to generate materials under relevant activities (i.e. education based activities) that are of a high calibre and accurately reflect gender rights standards, and
- Provide advice to the Programme, where necessary, on gender rights standards and norms

Expert on Communication & Advocacy

The Expert on Communication and Advocacy will provide communication and advocacy support to the Programme as well as Programme stakeholders, in particular the NHRC and CSO partners. The Expert on Communications and Advocacy will also act as a focal point for CSO and HRDs communicating with the Programme. The expert will:

- Ensure online access to Programme documents, through the UNDP website
- Support communications and advocacy activities undertaken by the Programme
- Deliver training and capacity building to the NHRC to improve its communications
- Support the NHRC to deliver on its communications strategy, and
- Be responsible for all UNDP communications in relations to the human rights Programme

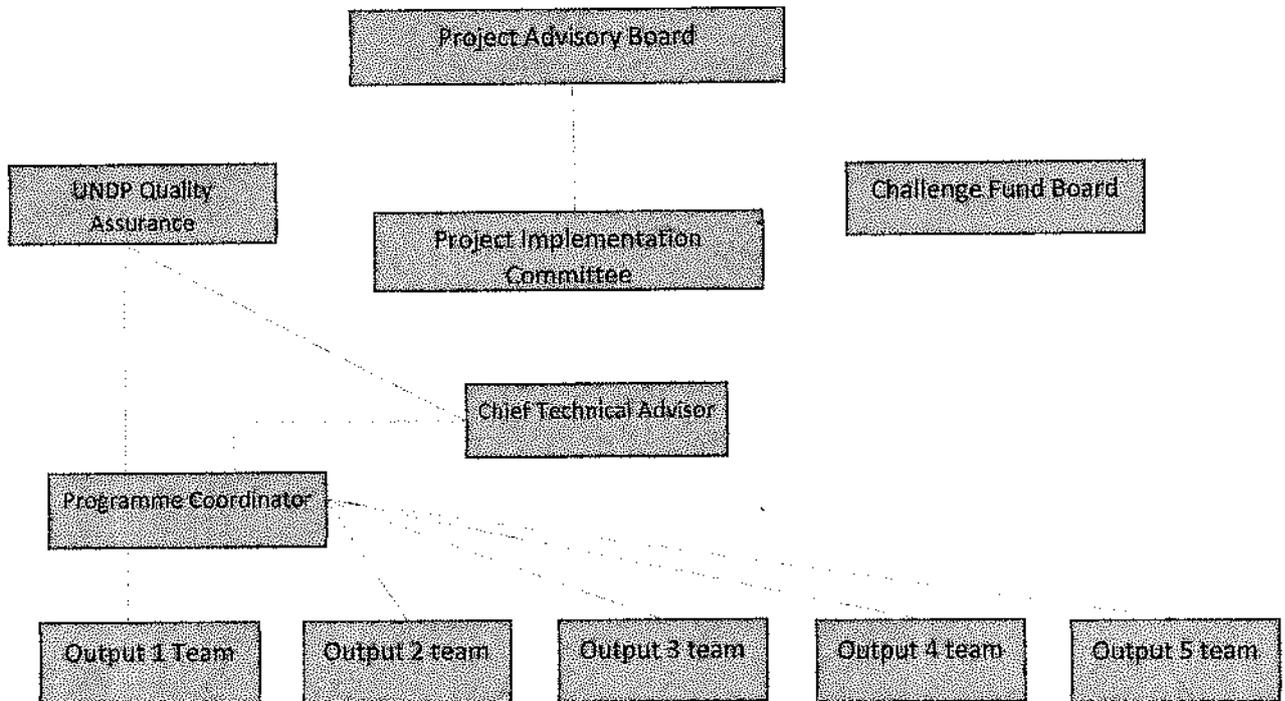
Programme Officer

The Programme Officer will undertake support to the Programme as required. The Officer will:

- Work on Outputs under direction from the Programme Coordinator
- Deliver activity resources
- Provide direct support and monitoring of new Regional centres
- Engage the experts appropriately to ensure their deployment at Programme activities, and
- Engage and support the NHRC thematic committees engaging their responsibilities.

Funding: USD 4.2 million has been mobilized for programme implementation through a cost sharing agreement between UNDP and SIDA while negotiations are ongoing with SDC and DANIDA. Based on key milestones achieved within the first 18 months of the project, the project strategy and resource mobilization will be further defined.

Organogram:



9. Monitoring and Evaluation

Following achievement of the key results outlined in this proposal, UNDP will conduct its monitoring and evaluation (M&E) activities against the results and the set of measurable indicators that clearly specify the baselines and targets. The current M&E framework will be updated based on intensive consultations with the different partners once the project is initiated. Results-based management principles will be applied in the design and implementing of UNDP's M&E framework and plan.

This section will outline the overall M&E framework for this Programme and will further provide details on how this framework will be operationalized, in the form of an M&E plan.

M&E Framework

Roles and responsibilities:

The Programme Advisory Board will be responsible for ensuring the overall monitoring and evaluation of results to be delivered under the Programme. Quality assurance will be provided to the M&E process, ensuring the quality of data collection, analysis and monitoring reporting. The Programme Manager will be responsible to the Programme Board for implementing the M&E plan, which includes designing appropriate data collection methodologies, collecting and analysing the data, and preparing period monitoring and progress reports.

Monitoring and reporting schedule:

The frequency of the tracking and monitoring of the indicators will depend on the design and the nature of each indicator itself, to be further explained in the M&E plan.

On an annual basis:

- During the fourth quarter of the year, a draft annual results report will be prepared and presented to the Programme Board at the Programme's annual review. The annual review will provide an opportunity for the Programme team to take stock of their achievements and lessons learned to date and propose adjustments to the Programme implementation as necessary.
- A revised annual results report will be prepared providing details of what results have been achieved to date under this Programme, proposed revisions to the Programme implementation following the decisions made at the annual review, M&E data and other relevant evidence, and the latest data of the indicators.
- Overall analysis of the risks that may affect the implementation of the Programme in the following year(s) will be conducted and included in the annual results report.

Programme cycle:

- At 18 months of the Programme, an internal review of the Programme will be conducted. It will initiate potential revisions and adjustments to the Programme implementation, fund mobilisation, Programme staff, and if, necessary, planned results.
- A mid-term review will be conducted half way through the Programme
- An independent evaluation will be commissioned 6 Months before the end of the Programme.

8. Indicative Work Plan

Year 2016-2020

INTENDED OUTPUTS <i>And baselines, indicators including annual targets</i>	TARGETS	INDICATIVE ACTIVITIES <i>List activity and associated actions</i>	Budget code and description	AMOUNT (USD)						
				2016 [Jan - Dec]	2017 [Jan - Dec]	2018 [Jan - Dec]	2019 [Jan - Dec]	2020 [Jan - Dec]	TOTAL [US \$]	
<p>Output 1: Strengthened capacity of the National Human Rights Commission to deliver on its mandate</p> <p>Indicators:</p> <p>1.1 Ten forums undertaken by NHRC/thematic working groups</p> <p>Baseline: Ad hoc (no formal meetings/forums have been undertaken)</p> <p>1.2 25 MoUs with CSO/CBOs Baseline: 3</p> <p>1.3 50% of human rights defenders are satisfied with NHRC's support and performance.</p>	<p>TARGETS 2016</p> <ul style="list-style-type: none"> All new staff trained Staff provided ongoing training on issues where gaps are identified Feasibility study undertaken for the new regional centres Develop annual priorities and strategic plans for NHRC and thematic committees through forums <p>Targets for 2016-2020 to be reviewed after eighteen months</p> <ul style="list-style-type: none"> 6 SOPs adopted 9 thematic working groups meet regularly, min bi-annually 	<p>1.1 Activity Result: Support thematic Committees to undertake rights dialogues in their spheres</p> <p>Action: Forum organized to identify priorities and develop action plans</p> <p>Action: Thematic Committees activated through regular meetings and thematic forums with relevant CSOs</p> <p>Action: Human rights research papers produced and disseminated including a public enquiry</p>	<p>71200- International consultant 71300- National consultant 71600-Travel 75700-Training/Workshop/Conference</p>	40,000	40,000	40,000	40,000	25,000	185,000	
		<p>1.2 Activity Result: Improved coordination with civil society and human rights defenders has led to stronger partnerships across the country.</p> <p>Action: Formalize partnerships through standardized systems for MoUs</p> <p>Action: Engage in ongoing dialogue with civil society and HRDs</p> <p>Action: NHRC's information sharing increased through newsletter</p>	<p>71300- National consultant 71600-Travel 72600-Grants 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference</p>	40,000	40,000	30,000	30,000	30,000	170,000	
			<p>1.3 Activity Result: Support the NHRC to create a stronger network</p>	<p>71200- International consultant 71300- National consultant 71600-Travel 72800-Information Technology Equipment</p>	40,000	30,000	30,000	40,000	40,000	180,000

<p>Baseline: 300 HRDs were trained in the past 4 years</p> <p>1.4 15 of legal advices in Bangla produced and disseminated</p>	<ul style="list-style-type: none"> - Two NHRC/thematic working group forums held annually - Human rights research papers produced and disseminated 	<p>of human rights defenders</p> <p>Action: Support develop a certification system that acknowledges HRDs partnership with NHRC</p> <p>Action: Help develop a code of ethics for human rights defenders</p> <p>Action: Provide continued training for human rights defenders under the auspices of NHRC drawing on in country academic and legal expertise</p>	<p>74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference</p>						
<p>Baseline: 0</p> <p>1.5 Annual increase of human rights cases registered with the NHRC as a result of increased awareness of the NHRC</p>	<ul style="list-style-type: none"> - Quarterly newsletter established - COURSERA training modules developed - Two multi stakeholder national campaigns per year 	<p>1.4 Activity Result: Support the NHRC to leverage the Legal Aid Act and the Local Authority Act</p> <p>Action : Capacity build the NHRC to undertake generic human rights legal advices in Bangla/ English for public consumption drawing on relevant human rights resources, such as General Comments</p> <p>Action : Support NHRC cooperation with legal aid services established under the Legal Aid Act to share systems and data</p> <p>Action : Raise awareness among CSOs/CBOs of NHRC's legal advices through legal aid advice</p>	<p>71200- International consultant 71300- National consultant 71600-Travel 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference</p>	<p>25,000</p>	<p>25,000</p>	<p>25,000</p>	<p>25,000</p>	<p>20,000</p>	<p>120,000</p>
<p>Baseline: 300% increase in 2014</p>	<ul style="list-style-type: none"> - Code of Ethics for human rights defenders is in place 	<p>1.5 Activity Result: Support the NHRC to build a formal human rights database</p> <p>Action: Established database under the auspices of the NHRC</p>	<p>71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference</p>	<p>20,000</p>	<p>20,000</p>	<p>10,000</p>	<p>10,000</p>	<p>10,000</p>	<p>70,000</p>

1.6 Eight multi stakeholder national campaigns	- Community profile questionnaires established and undertaken in pilot districts	Action: Support NHRC to draft, train and undertake community profiles in pilot districts through CSO/CBOs and feed data back to NHRC								
Baseline: 1 campaign in 2014	- Three south-south learning opportunities provided to new staff	Action: Improve the NHRC's ability to collect and report data by introducing alternative ways for data collection, for example SMS based and crowd based technologies								
1.7 50% of NHRC staff feel they are able to do a better job following trainings.	- legal advices in Bangla produced	1.6 Activity Result: Support an NHRC led nation-wide year-long campaign on an invisible/ignored topic to build the issues profile Action: Support the NHRC identify suitable topics and partners through forums and thematic working groups	71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference	30,000	30,000	30,000	30,000	30,000	30,000	150,000
Baseline: No ongoing training provided)	- Community profile questionnaires developed	Action: Human Rights research papers produced and disseminated on identified topics (NHRC)								
1.8 Six SOPs adopted	- Online SMS monitoring and reporting system developed (SAMADAN)	Action : Expose the NHRC to issues of international importance that do not have exposure in BGD human rights discourse								
Baseline: 1	- A free mass online training programme has been rolled out in Bengali/Eng (COURSEERA)	1.7. Activity Result: Regional centres at the division level are set-up and functioning Action : Capacity build NHRC to equip regional offices with appropriately trained staff	71200- International consultant 71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference	50,000	50,000	45,000	20,000	20,000	20,000	185,000
1.9 NHRC has established cooperation with other minority CSOs	- Online SMS monitoring and reporting system piloted (SAMADAN)	Action : Staff provided ongoing learning (e.g. complaints offices on referral)								
Baseline: No	100% of professional NHRC staff trained on issues of other minorities	Action : Support NHRC to trigger local CSO coalitions								

	MOU signed with other minority groups 3 Workshops held on other minorities rights Campaign on other minorities rights held Awareness about human rights increased through multi stakeholder national campaigns	to work with regional centres							
		1.8. Activity Result: Support the NHRC to adopt current SOPs that have not been implemented	71600-Travel 72100-Contractual Services-Companies 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference	5,000	5,000	5,000	5,000	5,000	25,000
		1.9. Activity Result: Support the NHRC to undertake advocacy for other minorities Action: Capacity build the NHRC to advocate rights for other minorities through additional training of staff Action: Support the NHRC to develop partnerships with other minority rights groups in Bangladesh Action: Support NHRC to hold, workshops on the primary rights concerns facing the communities of other minority. Action: Support the NHRC to take public action through campaigns on the rights of minorities to express themselves publically	71200- International consultant 71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference	30,000	50,000	50,000	40,000	40,000	210,000
		International Chief Technical Advisor	61300-Salary & Post Adj Cst-IP Staff	268,000	268,000	268,000	268,000	268,000	1,340,000
		Investigation/Human Rights Expert (SB4)	71400-Contractual Services - Individual	51,000	51,000	51,000	51,000	51,000	255,000
		Experts on Data Analysis (SB3)	71400-Contractual Services - Individual	21,000	21,000	21,000	21,000	21,000	105,000
		General Management Service [GMS] 8%	75100-Facilities & Administration	49,600	50,400	48,400	46,400	44,800	239,600
		SUB-TOTAL : OUTPUT # 1		669,600	680,400	653,400	626,400	604,800	3,234,600
Output 2: Enhanced capacity of civil society and community based	<u>TARGETS 2016</u>	2.1 Activity Result: Undertake mapping of	71300- National consultant	20,000	0	0	0	0	20,000

organisations to engage in human rights advocacy and awareness raising		civil society organisations and initiatives. Action: Map civil society organisations working on human rights Action: Map women's CSO and legal aid services activity and geographic reach Action create a directory of organisations	71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference						
<u>Indicators:</u>	· Develop a database	2.2 Activity Result: Support CSOs to form coalitions Action : Organise divisional and district meetings of like-minded CSOs to develop local priorities and action plans Action : Support CSOs to engage community radio to deliver human rights messaging	71200- International consultant 71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72600-Grants 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference	40,000	40,000	30,000	30,000	20,000	160,000
2.1 NHRC human rights CSO database established	· Map human rights civil society and initiatives	2.3 Activity Result: Build a formal online forum for human rights defenders to engage in human rights discussions and where they can gain access to resources. Build on the informal network already in place for human rights defenders	71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference	20,000	20,000	20,000	20,000	20,000	100,000
Baseline: No database exist	· Local human rights priorities and action plans developed through bi-annual and stock taking meetings organised under UNDP banner	2.4 Activity Result: Develop challenge fund administered by UNDP for small scale initiatives to be undertaken by CSO in coalitions with key actors on priority issues Action : Provide seed funding to a challenge fund administered by UNDP for small scale	71200- International consultant 71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72600-Grants 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference	100,000	100,000	100,000	100,000	100,000	500,000
2.2 Bi-annual meetings held with CSOs at the divisional and district level	· Establish challenge fund under the leadership of the UNDP, develop guidelines and selection processes etc.								
Baseline: It is currently ad hoc									

<p>2.3 Percentage of HRDs that are more active following an improved online network</p>	<ul style="list-style-type: none"> Partnership template for CSO/CBOs and UP developed by UNDP and distributed to NHRC partner CSOs with training 	<p>initiatives being undertaken by CSO coalitions</p>							
<p>Baseline: Human rights defender's Facebook is functioning but need support with more content and active registration process</p>	<ul style="list-style-type: none"> District CSOs deliver regular radio programs 	<p>2.5 Activity Result: Capacity build NGOs to engage with Union Parishad governments</p>	<p>71200- International consultant 71300- National consultant 71600-Travel 72100-Contractual Services-Companies 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference</p>	<p>30,000</p>	<p>30,000</p>	<p>30,000</p>	<p>30,000</p>	<p>30,000</p>	<p>150,000</p>
<p>2.4 Twenty coalitions are formed to advance human rights initiatives following grants provided through the challenge fund.</p>	<ul style="list-style-type: none"> District CSOs deliver regular radio programs 	<p>Action : Establish cooperation with Local Government Division to facilitate CSO/local governance partnerships</p>							
<p>Baseline: No coalitions and challenge fund exist</p>	<ul style="list-style-type: none"> Compacts signed between CSO/CBOs and UP to work together to address human rights issues. 	<p>Action : Establish and distribute partnership template for CSOs to engage with UP governance</p>							
<p>2.5 No of training and meetings with UP and CSO/CBOs where human rights issues are addressed has increased Baseline: 0</p>	<ul style="list-style-type: none"> Create template MOU for education CSOs to use with local education bodies 	<p>Action : Support UP governments to engage in human rights activities</p>							
<p>2.6 No of partners that feed data to the NHRC has increased with 100% Baseline: 0</p>	<ul style="list-style-type: none"> Standardised questionnaire formulated for NHRC and distributed 	<p>2.6 Activity Result: Support CSOs and CBOs to feed their human rights data into a database under the auspices of the NHRC.</p>	<p>71300- National consultant 71600-Travel 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference</p>	<p>10,000</p>	<p>10,000</p>	<p>10,000</p>	<p>10,000</p>	<p>10,000</p>	<p>50,000</p>
<p>2.7 No of CSO/CBOs and HRDs contributing to informal curricular and youth clubs increased with 50% Baseline: TBC</p>	<ul style="list-style-type: none"> Accreditation rules for human rights educators are established and improved to enable more human rights 	<p>2.7 Activity Result: Support organisations engaging with school based rights education</p>	<p>71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference</p>	<p>20,000</p>	<p>20,000</p>	<p>20,000</p>	<p>20,000</p>	<p>20,000</p>	<p>100,000</p>
		<p>Action : Work with the Ministry of Education to develop accreditation rules for human rights educators</p> <p>Action : Work with established CSOs to formalise their engagement with local education services</p> <p>Action : Insert human rights training into teacher academies</p>							

2.7 No of CSO/CBOs and HRDs contributing to informal curricular and youth clubs increased with 50% Baseline: No mapping has been done	CSOs to provide human rights education to schools	Experts on Communication & Advocacy [SB 4]	71400-Contractual Services - Individ	51,000	51,000	51,000	51,000	51,000	255,000
		General Management Service [GMS] 8%	75100-Facilities & Administration	23,280	21,680	20,880	20,880	20,080	106,800
		SUB TOTAL : OUTPUT # 2		314,280	292,680	281,880	281,880	271,080	1,441,800
Output 3 : Enhanced capacity of law enforcement agencies, in particular police, on human rights issues <u>Indicators:</u> 3.1 One Candidate identified per district Baseline: 0 3.2 Two training sessions held for each human rights champion Baseline: 0 3.3 Online network established via social media Baseline: 0 3.4 Human rights champions have engaged in human rights events	TARGETS 2016	3.1 Activity Result : Map current interventions on Human Rights taking place with the Police force	71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference	10,000	0	0	0	0	10,000
	- UNDP has mapped existing police human rights interventions - 64 candidates identified Targets for 2016-2020 to be reviewed after year One	3.2 Activity Result: Build police capacity to undertake their duties in regards to women and girls Activity: Undertake ToT with key academy police trainers on Gender sensitivity and policing Activity: undertake ToT with key academy police trainers on the appropriate handling of victims of VAW, including sexual assault.	71300- National consultant 71600-Travel 72100-Contractual Services-Companies 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference						
	6 training Courses developed - Training courses run with Candidates. - Online network established with part time administrator - Human Rights Champions engage with local CSOs and CBOs - NHRC engaging police in relevant human rights events.	3.3 Activity Result: Establish a network of human rights champions and focal points in district police HQs. Action: Identify suitable candidates from district HQs through offering human rights training Action: Provide training on human rights relevant to law enforcement Action: Build a formal network of human rights champions. Action: Engage human rights champions in district level activities	71200- International consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference	40,000	30,000	30,000	30,000	30,000	160,000

<p>Baseline: 0</p> <p>3.5 Mapping of intervention complete Baseline: No</p> <p>3.6 NHRC actively invites local police to human rights events and campaigns Baseline: 0</p> <p>3.7 Two meetings held a year with NHRC, Police and CSO attendance Baseline: 0</p>	<p>Joint meetings between NHRC, Police and CSO held bi-annually</p>	<p>undertaken by partner CSOs and the NHRC.</p>							
		<p>3.4 Activity Result: Develop Human Rights desk concepts with Police HQs Action : Conduct meeting with Senior Police management to establish desk parameters Action : Develop TOR for Human Rights Desk</p>	<p>71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference</p>	15,000	15,000	15,000	15,000	15,000	75,000
		<p>Action : Train relevant officers to work on Human Rights desk Action : Established desk in districts level</p>							
		<p>3.4 Activity Result: Undertake joint campaigns with law enforcement, CSOs and the NHRC starting at key human rights events (International Human Rights Day etc.)</p>	<p>71200- International consultant 71300- National consultant 71600-Travel 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference</p>	30,000	20,000	20,000	20,000	20,000	110,000
		<p>3.5 Activity Result : Facilitate regular CSO and NHRC meetings with law enforcement to discuss current human rights and policing issues Action: Facilitate meetings biannual meetings between NHRC, CSO and law enforcement on human rights</p>	<p>71600-Travel 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference</p>	30,000	30,000	30,000	30,000	30,000	150,000
		<p>General Management Service [GMS] 8%</p>	75100-Facilities & Administration	10,000	7,600	7,600	7,600	7,600	40,400
	SUB TOTAL : OUTPUT #3		135,000	102,600	102,600	102,600	102,600	545,400	
<p>Output 4: Strengthened capacity of NHRC and other national stakeholders to better protect and promote women's rights</p>	TARGETS 2016	<p>4.1 Activity Result: Women's rights campaigns developed Action: Facilitate meeting of the women's thematic group to identify priority campaign areas</p>	<p>71200- International consultant 71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference</p>	30000	30000	30000	30000	20000	140000
	<p>⊞ NHRC thematic committee on women to develop priorities for 2016</p>								

Indicator:	<input checked="" type="checkbox"/> Committee priorities published with media coverage	Action: Work with NHRC women's thematic group to formulate media strategy for women's rights Action: Support the NHRC in undertaking campaigns identified in 1.1.							
4.1 NHRC women's rights priority developed Baseline: 0	<input checked="" type="checkbox"/> NHRC holds women's rights summit. Target 2016-2020	4.2 Activity Result: NHRC undertake campaigns with schools and with support from education ministry Action: Identify schools	71200- International consultant 71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference	40000	40000	40000	40000	40000	200000
4.2 Media strategy formulated Baseline: 0	<input checked="" type="checkbox"/> NHRC thematic committee annually for national priority setting convened annually <input checked="" type="checkbox"/> Develop gender based harassment and awareness campaign for schools	Action: Training relevant ministry officials on importance of women and girls empowerment to development Action: Support women's rights CSOs to hold campaigns for the rights of girls in schools							
4.3 Two National Campaign supported through NHRC Baseline: One campaign in 2014	<input checked="" type="checkbox"/> 100 schools for school based campaign identified <input checked="" type="checkbox"/> NHRC conducts training with Ministry officials	4.3 Action Result: NHRC is continuing to advocate for women's rights as a priority the national level. Action: Support the NHRC to develop a five year plan on the rights of women in conjunction with CSOs	71200- International consultant 71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference	40000	40000	40000	40000	40000	200000
4.4 25 key schools identified Baseline: 0		4.4 Activity Result: Support the NHRC to work with Dalit community CSO's on women's empowerment Action: Support cooperation between NHRC and Dalit CSOs to improve the capacities of 'Shadow Panchayet' training	71200- International consultant 71300- National consultant 71600-Travel 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference	40000	30000	40000	40000	50000	200000
4.5 100 Ministry officials trained Support campaigns Baseline: 0		Action: Support the NHRC to work with Dalit CSOs to improve rights education for Dalit women.							
4.6 Five year plan established Baseline: No									

4.7 NHRC undertaken training with 10 Shadow Panchayet's Baseline: 0		Gender expert (SB4)	71400-Contractual Services - Individual	51,000	51,000	51,000	51,000	51,000	255,000
		General Management Service [GMS] 8%	75100-Facilities & Administration	16,080	15,280	16,080	16,080	16,080	79,600
		SUB TOTAL : OUTPUT # 4		217,080	206,280	217,080	217,080	217,080	1,074,600
Output 5: Strengthened capacity of national stakeholders to better protect and promote the rights of ethnic minorities <u>Indicator:</u> 5.1 Four meetings held with IPs at the regional, divisional and district level Baseline: 4 5.2 Three Caucus fact finding missions and legislative drafting supported by NHRC and UNDP Baseline: 0	TARGETS 2016	5.1 Activity Result: Support NHRC regional offices to form networks with ethnic minority advocates and human rights defenders. Action : Mapping ethnic groups and organisations outside of the CHT Action : Convene ethnic minorities people's thematic working group to engage identified groups, prioritising equality of women's representation Action: Convene meetings/forums between regional office and ethnic minorities CBOs and CSOs with the thematic chair to identify priorities, ensuring priorities include the rights of women and girls.	71200- International consultant 71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference	30,000	30,000	30,000	30,000	30,000	150,000
	<input checked="" type="checkbox"/> Mapping completed								
	<input checked="" type="checkbox"/> 4 Forums convened	5.2 Activity Result: Establish formal collaboration with the Parliamentary Caucus Action : Develop MOU between NHRC and Caucus to undertake joint activities Action : UNDP support fact finding missions by the Caucus Action : Provide evidence based research and funding support for the advocacy on the Bangladesh Ethnic	71200- International consultant 71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference	30,000	30,000	30,000	30,000	30,000	30,000
<input checked="" type="checkbox"/> 3 fact finding missions a year									
	Targets for 2016-2020 to be reviewed after year One								

	Minorities People's Rights Act in one of its forms by the Caucus										
<p>5.3 Research undertaken on the rights of plain-land ethnic minority communities</p> <p>Baseline: 0</p>	<p>5.3 Activity Result: Support the NHRC and CSOs to undertake further research into the rights enjoyment of plain-land ethnic persons. Action : Support the NHRC to undertake research on the rights of plain-land ethnic communities leveraging relevant CSOs, including the rights of women and girls in minority communities Action: Support the building of data collection system for information on violence against ethnic minority communities. Action Support NHRC and CSOs to advocate for ratification and implementation of international instruments related to ethnic minorities</p>	<p>71200- International consultant 71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference</p>	30,000	30,000	30,000	30,000	30,000	30,000	30,000	150,000	
<p>5.4 20% increase in ethnic minority community and community radio collaborating</p> <p>Baseline: No mapping has been conducted</p>	<p>5.4 Activity Result: Connect ethnic minority groups with community radio stations to broadcast minority language programming and rights education. Action : Map existing radio engagement by ethnic groups Action : Support coalition building between ethnic minority CSO and CBOs with community radio stations to develop minority language programming on human rights</p>	<p>71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference</p>	30,000	30,000	30,000	30,000	30,000	30,000	30,000	150,000	

<p>5.5 120 Youth leaders identified and trained</p> <p>Baseline: 0</p>	<p>5.5 Activity Result: Support the next generation of youth leaders in ethnic minority communities through leadership trainings, holding camps and establishing networks. Action : Human rights based needs assessment on ethnic youth leaders Action: Identify 2 youth leaders from each district (one of each gender), through a nomination process. Action : Undertake leadership and human rights training with identified youth</p>	<p>71200- International consultant 71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference</p>	40,000	40,000	40,000	40,000	20,000	180,000
<p>5.6 X% increase in meetings between IPs and UPS</p> <p>Baseline:</p> <p>5.7 Needs assessment of ethnic Youth undertaken</p> <p>Baseline: No needs assessment has been produced</p>	<p>5.6 Activity Result: Capacity build local ethnic minority CBOs to formalise engagement with Union Parishad Government Action : Foster relations between ethnic minority CBOs and UP governments through regular meetings between groups Action : Encourage joint initiatives through the challenge fund</p>	<p>71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference</p>	30,000	30,000	30,000	30,000	20,000	140,000
	<p>5.7 Activity Result : Hold dialogues with ethnic minority police officers Action : : Support the ethnic minority thematic committee to conduct a needs assessment with ethnic minority police officers Action: Hold national level dialogues with ethnic minority police officers to map challenges.</p>	<p>71300- National consultant 71600-Travel 72100-Contractual Services-Companies 72800-Information Technology Equipment 74200-Audio Visual &Print Prod Costs 75700-Training/Workshop/Conference</p>	25,000	25,000	25,000	25,000	25,000	125,000

		Action : Support rights training of ethnic minority officers							
		Experts on Ethnic Minorities (SB4)	71400-Contractual Services - Individ	51,000	51,000	51,000	51,000	51,000	255,000
		General Management Service [GMS] 8%	75100-Facilities & Administration	21,280	21,280	21,280	21,280	18,880	104,000
		SUB TOTAL : OUTPUT #5		287,280	287,280	287,280	287,280	254,880	1,404,000
OUTPUT # 6 [Programme MANAGEMENT]		Vehicle Cost	73400-Rental/purchase & Maint of Other Equip	120,000	117,000	30,000	30,000	27,500	324,500
		Joint Sector Unit [JSU] Operation Cost	71400-Contractual Services - Individ	81,120	81,120	81,120	81,120	74,360	398,840
		M&E Costs		100,000	90,000	80,000	80,000	100,000	450,000
		Rent & Maintenance/Common Service	73100-Rental & Maintenance-Premises	62,400	62,400	62,400	62,400	57,200	306,800
		Communication & Audio Visual [Internet, Mobile, Land Phone etc.]	72400-Communic & Audio Visual Equip	12,000	12,000	12,000	12,000	11,000	59,000
		Supplies, Printing & Publications	72500-Supplies	7,500	7,500	7,500	7,500	5,000	35,000
		Furniture & Equipment	72200-Equipment and Furniture	10,000	10,000	10,000	5,000	5,000	40,000
		Office Security & Cleaning Services	72100-Contractual Services-Companies	18,900	18,900	18,900	18,900	17,325	92,925
		Travel	71600-Travel	10,000	10,000	10,000	10,000	10,000	50,000
		Miscellaneous	74500- Miscellaneous Expenses	7,500	7,500	7,500	7,500	7,500	37,500
		Programme Coordinator (SB5)	71400-Contractual Services - Individ	90,600	90,600	90,600	90,600	90,600	453,000
		Programme Officers x1 (SB4)	71400-Contractual Services - Individ	51,000	51,000	51,000	51,000	51,000	255,000
		M&E Expert[SB-3]	71400-Contractual Services - Individ	21,000	21,000	21,000	21,000	21,000	105,000
		Programme Assistant [SB 2]	71400-Contractual Services - Individ	15,000	15,000	15,000	15,000	15,000	75,000
		General Management Service [GMS] 8%	75100-Facilities & Administration	48,562	47,522	39,762	39,362	39,399	214,605
		SUB TOTAL: OUTPUT # 6 [Programme MANAGEMENT]			655,582	641,542	536,782	531,382	531,884
	GRAND TOTAL :			2,278,822	2,210,782	2,079,022	2,046,622	1,982,324	10,597,570

10. Risk Log

#	Description	Date identified	Type	Impact & probability	Countermeasures / management response
	Enter a brief description of the risk	When was the risk first identified	1. Environmental 2. Financial 3. Operational 4. Organizational 5. Political 6. Regulatory 7. Strategic 8. Other	Enter probability on a scale from 1 (low) to 5 (high) P = Enter impact on a scale from 1 (low) to 5 (high) I =	What actions have been taken/will be taken to counter this risk
1	Key stakeholders unwilling to participate in relevant activities.	2015	Operational	P=2 I=5	Clear terms of reference drafted in consultation with stakeholders and CBOs will provide strong ownership.
2	Increasingly restrictive political and civil rights environment stifles human rights dialogue.	2015	Strategic and political	P=3 I=4	Human rights monitoring as part of the United Nations' Rights up Front policy will inform all Programme-based decisions and be subject to regular review.

#	Description	Date identified	Type	Impact & probability	Countermeasures / management response
3	Civil unrest and political violence disrupt forums and limits participation because of public safety concerns.	2014	Political/Operational	P=3 I=4	Human rights monitoring as part of the United Nations' Rights up Front policy will inform all Programme-based decisions and be subject to regular review.
4	Civil unrest and political violence lead to a reduction in social cohesion and a more dangerous environment for vulnerable groups to participate in Programme functions.	2014	Political/Operational	P=3 I=3	Human rights monitoring as part of the United Nations' Rights up Front policy will inform all Programme-based decisions and be subject to regular review. Programme will adopt 'do no harm' principles to ensure risks to vulnerable are minimised. Programme will work closely with police to ensure security measures are taken for events.
5	Change in political climate increases pressure on NHRC and reduces perception of independence	2014	Operational	P=4 I=3	The Programme will continue to undertake close assessments of NHRC's political independence

#	Description	Date identified	Type	Impact & probability	Countermeasures / management response
6	Changed leadership at the NHRC in 2016	2015	Strategic/Operational		The Programme will engage closely with Government, the NHRC and stakeholders to develop a consensus on the need for a smooth transition in 2016.
7	Government of Bangladesh removes or reduces resources allocated to NHRC	2015	Operational	P=1 I=5	The Programme will maintain close cooperation and communication with the Government of Bangladesh.
8	Priorities of NHRC change following 2016 transition having consequences for engagement with CSOs and Ethnic People	2015	Operational	P=1 I=4	The Programme will work closely with new members to highlight the necessity CSO and IP interaction.
9	Further politicisation of civil society and media compromises engagement	2015	Strategic	P=3 I=4	The Programme will undertake CSO and media monitoring to assess the extent of capture by political movements.
10	Partnership with police and local authorities becomes challenging to implement	2015	Operational	P=3 I=3	The Programme will continually engage with police and local authorities to sensitise them to Programme activities.

#	Description	Date identified	Type	Impact & probability	Countermeasures / management response
11	Limited Capacity of new staff	2015	Operational	P=3 I=2	UNDP will work closely to train and support new staff and ensure capacity is developed.
12	DEX modality leading to confusion amongst counterparts	2015	Operational	P=3 I=4	UNDP will work closely and transparently with all stakeholders to keep them updated on the DEX modality
13	Continued violence directed at online activists.	2015	Operational	P4 I4	Continued violence against individuals engaging online in discussions that may offend religious or social groups could severely limit the ability for UNDP to engage with rights organisations.

Results and Resources Framework

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Justice and human rights institutions are strengthened to better serve and protect the rights of all citizens, including women and vulnerable groups (Outcome 1.2)</p> <p><i>Assign a number to each outcome in the Country Programme</i></p>				
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>: Justice and human rights institutions are strengthened to better serve and protect the rights of all citizens, including women and vulnerable groups (Outcome 1.2)</p>				
<p>Applicable Key Result Area (from 2014-17 Strategic Plan):</p> <p>Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance (Output 2.3 Capacities of human rights institutions strengthened)</p> <p>(2.3.1.A: Extent to which operational institutions have the capacity to support fulfilment of nationally and internationally ratified human rights obligations)</p> <ul style="list-style-type: none"> NHRI has a broad mandate, based on universal human rights norms and standards (Baseline: 2, Target 3) NHRI enjoy autonomy from the Government (Baseline: 2, Target 3) NHRI has adequate resources to operate (Baseline: 2, Target 3) Has adequate powers of investigation (Baseline: 2, Target 3) 				
<p>Partnership Strategy: UNDP will partner with the NHCR, CSO/CBOs, ethnic people, Dalit CSOs, local authorities and police</p>				
<p>Programme title and ID (ATLAS Award ID): TBC</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (2016-2020)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS

<p>Output 1: Strengthened capacity of the National Human Rights Commission to deliver on its mandate</p> <p>Indicators:</p> <ol style="list-style-type: none"> Ten forums undertaken by NHRC/thematic working groups Baseline: Ad hoc (no formal meetings/forums have been undertaken) 25 MoUs with CSO/CBOs Baseline: 3 50% of human rights defenders are satisfied with NHRC's support and performance. Baseline: 300 HRDs were trained in the past 4 years 15 legal advices in Bangla produced and disseminated Baseline: 0 Annual increase of human rights cases registered with the NHRC as a result of increased awareness of the NHRC Baseline: 300% increase in 2014 Eight multi stakeholder national campaigns Baseline: 1 campaigns in 2014 50% of NHRC staff feel they are able to do a better job following trainings. Baseline: No ongoing training provided) 	<p>Targets for 2016-2020 to be reviewed after eighteen months</p> <ul style="list-style-type: none"> ☐ All new staff trained ☐ Staff provided ongoing training on issues where gaps are identified ☐ Feasibility study undertaken for the new regional centres ☐ Develop annual priorities and strategic plans for NHRC and thematic committees through forums ☐ 6 SOPs adopted ☐ 9 thematic working groups meet regularly, min bi-annually ☐ Two NHRC/thematic working group forums held annually ☐ Human rights research papers produced and disseminated ☐ Quarterly newsletter established ☐ COURSERA training modules developed ☐ Two multi stakeholder national campaigns per year ☐ Code of Ethics for human rights defenders is in place ☐ Community profile questionnaires established and undertaken in pilot districts ☐ Three south-south learning opportunities provided to new staff ☐ legal advices in Bangla produced ☐ Community profile questionnaires developed 	<p>Activity Results Area</p> <ol style="list-style-type: none"> Support thematic committees to undertake rights dialogues in their spheres. <ul style="list-style-type: none"> - Forums organized to identify priorities and develop action plans - Thematic committees activated through regular meetings and thematic forums with relevant CSOs. - Human rights research papers produced and disseminated Improved coordination with civil society and human rights defenders has led to stronger partnerships across the country. <ul style="list-style-type: none"> - Formalize partnerships through standardized systems for MoUs - Engage in ongoing dialogue with civil society and HRDs - NHRC's information sharing increased through newsletter Support the NHRC to create a stronger network of human rights defenders <ul style="list-style-type: none"> - Support develop a certification system that acknowledges HRDs partnership with NHRC. - Help develop a code of ethics for human rights defenders - Provide continued training for human rights defenders under the auspices of NHRC drawing on in-country academic and legal expertise 	<p>UNDP, NHRC</p>	<p><i>Specify the nature and total costs of the UNDP inputs needed to produce each output.</i></p>
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<p>8. Six SOPs adopted Baseline: 1</p> <p>9. NHRC has established cooperation with other minority CSOs Baseline: No</p>	<ul style="list-style-type: none"> ☑ Online SMS monitoring and reporting system developed (SAMADAN) ☑ A free mass online training Programme has been rolled out in Bengali/Eng (COURSERA) ☑ Online SMS monitoring and reporting system piloted (SAMADAN) ☑ Awareness about human rights increased through multi stakeholder national campaigns ☑ 100% of professional NHRC staff trained on other minority issues ☑ MOU signed with other minority group ☑ 3 Workshops held on other minority rights ☑ Campaign on other minority rights held 	<p>4. Support the NHRC to leverage the Legal Aid Act and the Local Authority Act</p> <ul style="list-style-type: none"> - Capacity build the NHRC to undertake generic human rights legal advices in Bangla/ Eng for public consumption drawing on relevant human rights resources, such as General Comments - Support NHRC cooperation with legal aid services established under the Legal Aid Act to share systems and data - Raise awareness among CSOs/CBOs of NHRC's legal advices through legal aid advice <p>5. Support the NHRC to build a formal human rights database</p> <ul style="list-style-type: none"> - Support NHRC to draft, train and undertake community profiles in pilot districts through CSO/CBOs and feed data back to NHRC - Improve the NHRCs ability to collect and report data by introducing alternative ways for data collection, for example SMS based and crowd based technologies. <p>6. Support an NHRC led nation-wide year-long campaign on an invisible/ignored topic to build the issues profile</p> <ul style="list-style-type: none"> - Support the NHRC identify suitable topics and partners through forums and thematic working groups. - Human Rights research papers produced and disseminated on identified topics (NHRC) - Expose the NHRC to issues of international importance that do not have exposure in BGD human rights discourse - 		
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		<p>7. Regional centres at the division level are set-up and functioning</p> <ul style="list-style-type: none">- Capacity build NHRC to equip regional offices with appropriately trained staff- Staff provided ongoing learning (e.g. complaints offices on referral)- Support NHRC to trigger local CSO coalitions to work with regional centres <p>8. Support the NHRC to adopt current SOPs that have not been implemented</p>		
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<p>Output 2: Enhanced capacity of civil society and community based organisations to engage in human rights advocacy and awareness raising</p> <p>Indicators:</p> <ol style="list-style-type: none"> NHRC human rights CSO database established Baseline: No database exist Bi-annual meetings held with CSOs at the divisional and district level Baseline: It is currently ad hoc Percentage of HRDs that are more active following an improved online network Baseline: Human rights defender's Facebook is functioning but need support with more content and active registration process Twenty coalitions are formed to advance human rights initiatives following grants provided through the challenge fund. Baseline: No coalitions and challenge fund exist No of training and meetings with UP and CSO/CBOs where human rights issues are addressed has increased Baseline: 0 	<p>Targets for 2016-2020 to be reviewed after year One</p> <ul style="list-style-type: none"> ○ Map human rights civil society and initiatives □ Local human rights priorities and action plans developed through bi-annual and stock taking meetings organised under UNDP banner □ Establish challenge fund under the leadership of the UNDP, develop guidelines and selection processes etc. □ Partnership template for CSO/CBOs and UP developed by UNDP and distributed to NHRC partner CSOs with training □ District CSOs deliver regular radio programs □ Compacts signed between CSO/CBOs and UP to work together to address human rights issues. □ Create template MOU for education CSOs to use with local education bodies □ Standardised questionnaire formulated for NHRC and distributed □ Accreditation rules for human rights educators are established and improved to enable more human rights CSOs to provide human rights education to schools 	<ol style="list-style-type: none"> Undertake mapping of civil society organisations and initiatives. Support CSOs to form coalitions <ul style="list-style-type: none"> - Organise divisional and district meetings of like-minded CSOs to develop local priorities and action plans - Support CSOs to engage community radio to deliver human rights messaging Build a formal online forum for human rights defenders to engage in human rights discussions and where they can gain access to resources. Build on the informal network already in place for human rights defenders Develop challenge fund administered by UNDP for small scale initiatives to be undertaken by CSO in coalitions with key actors on priority issues <ul style="list-style-type: none"> - Provide seed funding to a challenge fund administered by UNDP for small scale initiatives being undertaken by CSO coalitions Capacity build NGOs to engage with Union Parishad governments <ul style="list-style-type: none"> - Establish cooperation with Local Government Division to facilitate CSO/local governance partnerships - Establish and distribute partnership template for CSOs to engage with UP governance - Support UP governments to engage in human rights activities Support CSOs and CBOs to feed their human rights data into a database under the auspices of the NHRC. 		
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<p>6. No of partners that feed data to the NHRC has increased with 100% Baseline: 0</p> <p>7. No of CSO/CBOs and HRDs contributing to informal curricular and youth clubs increased with 50% Baseline: No mapping has been done</p>	<p>(union) in collaboration with NHRC</p>	<p>7. Support organisations engaging with school based rights education</p> <ul style="list-style-type: none"> - Work with the Ministry of Education to develop accreditation rules for human rights educators - Work with established CSOs to formalise their engagement with local education services - Insert human rights training into teacher academies 	
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<p>Output 3: Enhanced capacity of law enforcement agencies, in particular police, on human rights issues</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. One Candidate identified per district Baseline: 0 2. Two training sessions held for each human rights champion Baseline: 0 3. Online network established via social media Baseline: 0 4. Human rights champions have engaged in human rights events Baseline: 0 5. Mapping of intervention complete 6. NHRC actively invites local police to human rights events and campaigns Baseline: 0 7. Two meetings held a year with NHRC, Police and CSO attendance Baseline: 0 8. Human rights desk TOR developed in cooperation with Police Baseline: No 9. Human rights desks established at district level Baseline: 0 	<p>Targets for 2016-2020 to be reviewed after eighteen months</p> <ul style="list-style-type: none"> <input type="checkbox"/> UNDP has mapped existing police human rights interventions <input type="checkbox"/> 64 candidates identified <input type="checkbox"/> Human rights desk TORs developed and agreed by Police <input type="checkbox"/> 6 training Courses developed <input type="checkbox"/> Training courses run with Candidates. <input type="checkbox"/> Online network established with part time administrator <input type="checkbox"/> Human Rights Champions engage with local CSOs and CBOs <input type="checkbox"/> NHRC engaging police in relevant human rights events. <input type="checkbox"/> Joint meetings between NHRC, Police and CSO held bi-annually <input type="checkbox"/> Human Rights desks established 	<ol style="list-style-type: none"> 1. Establish a network of human rights champions and focal points in district police HQs. <ul style="list-style-type: none"> - Identify suitable candidates from district HQs through offering human rights training. - Provide training on human rights relevant to law enforcement - Build a formal network of human rights champions. - Engage human rights champions in district level activities undertaken by partner CSOs and the NHRC. 2. Map current interventions on human rights taking place with the police force. 3. Undertake joint campaigns with law enforcement, CSOs and the NHRC starting at key human rights events (International Human Rights Day etc.) 4. Facilitate regular CSO and NHRC meetings with law enforcement to discuss current human rights and policing issues. <ul style="list-style-type: none"> - Facilitate meetings biannual meetings between NHRC, CSO and law enforcement on human rights. 5. Develop human rights desk concept with police HQs <ul style="list-style-type: none"> - Conduct meetings with Senior Police management to establish desk parameters - Develop TOR for human rights desks - Train relevant officers to work on human rights desks - Establish desks in districts 		
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<p>Output 4: Strengthened capacity of NHRC and other national stakeholders to better protect and promote women's rights</p> <p>Indicator:</p> <ol style="list-style-type: none"> NHRC women's rights priority developed Baseline: 0 Media strategy formulated Baseline: 0 Two National Campaign supported through NHRC Baseline: One campaign in 2014 25 key schools identified Baseline: 0 100 Ministry officials trained Support campaigns Baseline: 0 Five year plan established Baseline: 0 NHRC undertaken training with 10 Shadow Panchavet's Baseline: 0 	<p>Target 2016-2020 to be reviewed after eighteen months</p> <ul style="list-style-type: none"> 1. NHRC thematic committee on women to develop priorities for 2016 2. Committee priorities published with media coverage 3. NHRC holds women's rights summit. 4. NHRC thematic committee annually for national priority setting convened annually 5. Develop gender based harassment and awareness campaign for schools 6. 100 schools for school based campaign identified 7. NHRC conducts training with Ministry officials 8. Identify candidates for Girls Assembly Campaign 9. Undertake Girls Assembly Campaign 10. Develop campaign for urban poor and Dalit women 11. 15 UPPR Communities identified 12. Campaign with urban poor and Dalit women undertaken 13. Support the development of 'Shadow Panchavets 14. NHRC has MOUs signed with Dalit CSOs 	<ol style="list-style-type: none"> Women's rights campaigns developed <ul style="list-style-type: none"> - Facilitate meeting of the women's thematic group to identify priority campaign areas - Work with NHRC women's thematic group to formulate media strategy for women's rights - Support the NHRC in undertaking campaigns identified in 1.1. NHRC undertake campaigns with schools and with support from education ministry <ul style="list-style-type: none"> - Identify schools - Training relevant ministry officials on importance of women and girls empowerment to development - Support women's rights CSOs to hold campaigns for the rights of girls in schools NHRC is continuing to advocate for women's rights as a priority the national level. <ul style="list-style-type: none"> - Support the NHRC to develop a five year plan on the rights of women in conjunction with CSOs 		
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<p>Output 5: Strengthened capacity of national stakeholders to better protect and promote the rights of ethnic minorities</p> <p><u>Indicator:</u></p> <ol style="list-style-type: none"> 1. Four meetings held with IPs at the regional, divisional and district level Baseline: 4 2. Three Caucus fact finding missions and legislative drafting supported by NHRC and UNDP Baseline: 0 3. Research undertaken on the rights of plain-land ethnic minority communities Baseline: 0 4. 20% increase in number of ethnic minorities and community radio collaborating Baseline: No mapping has been conducted 5. 120 Youth leaders identified and trained Baseline: 0 6. X% increase in meetings between IPs and UPS Baseline: TBC 7. Needs assessment of Ethnic minority Youth undertaken 	<p>Targets for 2016-2020 to be reviewed after eighteen months</p> <ul style="list-style-type: none"> <input type="checkbox"/> Mapping completed <input type="checkbox"/> 4 Forums convened <input type="checkbox"/> 3 fact finding missions <input type="checkbox"/> 4 Research projects undertaken <input type="checkbox"/> 20% increase in community radio collaboration <input type="checkbox"/> Needs assessment undertaken 	<ol style="list-style-type: none"> 1. Support NHRC regional offices to form networks with ethnic advocates and human rights defenders. <ul style="list-style-type: none"> - Mapping Ethnic minority communities and organisations outside of the CHT - Convene ethnic minority people's thematic working group to engage identified groups - Convene meetings/forums between regional office and ethnic minority CBOs and CSOs with the thematic chair to identify priorities. 2. Establish formal collaboration with the Parliamentary Caucus <ul style="list-style-type: none"> - Develop MOU between NHRC and Caucus to undertake joint activities - UNDP support fact finding missions by the Caucus - Provide evidence based research and funding support for the development of legislation relating to the rights of ethnic minority communities by the Caucus 3. Support the NHRC and CSOs to undertake further research into the rights enjoyment of plain-land ethnic minority communities. <ul style="list-style-type: none"> - Support the NHRC to undertake research on the rights of plain-land ethnic minority communities leveraging relevant CSOs - Support the building of data collection system for information on violence against ethnic people. 4. Connect ethnic minority community groups with community radio stations to broadcast language programming and rights education. <ul style="list-style-type: none"> - Map existing radio engagement by ethnic minority communities 		
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<p>Baseline: No needs assessment has been produced</p>		<ul style="list-style-type: none"> - Support coalition building between CSO and CBOs with community radio stations to develop language programming on human rights <p>5. Support the next generation of youth leaders through leadership trainings, holding camps and establishing networks.</p> <ul style="list-style-type: none"> - Human rights based needs assessment on ethnic youth leaders - Identify 2 youth leaders from each district (one of each gender), through a nomination process. - Undertake leadership and human rights training with identified youth from 5.2 <p>6. Capacity build local ethnic minority CBOs to formalise engagement with Union Parishad Government</p> <ul style="list-style-type: none"> - Foster relations between ethnic minority CBOs and UP governments through regular meetings between groups - Encourage joint initiatives through the challenge fund <p>7. Hold dialogues with ethnic minority police officers</p> <ul style="list-style-type: none"> - Support the ethnic minority people's thematic committee to conduct a needs assessment with ethnic minority police officers - Hold national level dialogues with ethnic minority police officers to map challenges. - Support rights training of ethnic minority officers 		
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Annex A Community profiles – A human rights based approach

The Bangladesh Bureau of Statistics has gathered some data in relation to individual districts that serves as the basis to identify likely pilot areas based on poverty, ethnicity or religious makeup. However there is insufficient granularity to identify human rights related issues in these sectors, particularly regarding rights gaps affecting minority and vulnerable groups. Moreover the statistics do not include a useful focus on rights related compliance and its relationship to community makeup and local governance.

For the human rights IP, or later human rights Programme to be undertaken specific data and community assessments will need to be undertaken. The importance of data on the sectors of health, education and social protection, as well as on political participation and culture, considerably widened the scope compared with a standard local economic development approach. This also makes it partially necessary to develop specific tools of data collection in the form of sectoral checklists reflecting human rights concerns and concrete operational guidance to staff and partners in data collection as well as analysis phase.

Legal Background Papers

Human rights imply the existence of a party that is responsible for respecting, protecting and fulfilling them. The HRBA identifies, on the one hand individuals and groups whose rights are compromised and on the other those who have responsibilities to respect, protect and fulfil these rights. In this regard an eminent starting point is the applicable legal framework.

As such legal background papers need to be developed and used as a tool for assessing the development and human rights situation in the Union Parishad or Upazila being targeted. A legal background paper, in the form of a summary reference, provides general information on legislation, organisation and financing of a given sector (like health, education or social protection) and defines the responsibilities of different duty-bearers at relevant government levels.

Rights-Based Checklists:

A human rights perspective highlights the interrelatedness of economic, social, political, cultural development, and therefore requires a holistic and multi-sectoral approach to local development planning. While still viewing economic development as a core driver of local development, within the HRBA, matters of access to and quality of services in social sectors as well political representation become more prominent in principle terms.

Previous examples of rights based checklist development, in Bosnia (Annex B) have used the conceptual guidance developed within interpretation of the standards of the ICESCR as a framework to develop a mapping tool for assessing education, health and social protection sectors along the lines of accessibility, availability and quality (acceptability, adaptability), with non-discrimination featuring as a crosscutting concern. The rights-based checklists are used to guide the staff and local partners on how to look at a given sector and ensure comprehensiveness of data collection by providing sector-specific targets, indicators, as well as flagging the methods of data collection.

Community makeup

The human rights IP will focus heavily on developing an accurate picture of interest groups within communities. This will be undertaken based off the human rights checklists which will need to have the highest possible level of data disaggregation (by sex, age, ethnicity, employment status, geography, disability – in general: informed by grounds of discrimination outlined in human rights

treaties). This can be undertaken through ensuring accurate demographic data is incorporated into human rights checklists, and mapping software is developed and available to cross reference these issues.

The level of objectivity of the profile has strong impact on the ease of reaching consensus among different stakeholders participating in the process of strategic development that would otherwise be dominated by numerous subjective perceptions on the present situation in the community.

The community profile needs to be subdivided by sectors, following the structure of the targets of the rights-based checklists. Given its purpose of a basis for the planning process and the prioritisation of future actions, it is relevant, when drafting the profile, to pay attention not only to accuracy and proper verification of sources, but also to wording and nuanced use of language.

Analysis

Following the creation of a community profile, a detailed analysis of the data collection will need to be undertaken in order to develop a *community profile*. Tools will need to be created to identify where compliance, non-compliance and critical issues with human rights are identified, and to strategize best approaches going forward in the human rights IP.

Annex B Harmonisation between NHRC's Strategic Plan and UNDP Human Rights Programme

Strategic Plan – Key Strategies

Human Rights Programme

Investigate and monitor cases of human rights violations

The human rights Programme will develop this capacity both in regard to long term human rights monitoring and short term responsiveness.

The long term investigative and monitoring foundation that the NHRC will work from is being built through:

- Developing community profile tools.
- Ethnic minority surveys
- Database design and development to track human rights complaints
- Building CSO relationships – particularly in relation to data sharing

The investigative aspects of the NHRC's work is being supported through:

- Training further investigators
- Building the network of human rights defenders and increasing their formal connections with the NHRC
- Building strategies with the NHRC to ensure that investigations are followed through.

Cooperate and coordinate with state agencies, civil society, regional and international bodies for better promotion and protection of human rights

The Programme has a strong CSO focus. This has both an NHRC and independent element, however they are mutually beneficial.

- The Programme will work with the NHRC to create partnerships with CSOs building off the coalitions built by the BNHRC-CDP.
 - o MOUs will focus on being durable, reliable and predictable with a *quid pro quo* being developed in which CSOs provide data and information and the NHRC supports their rights work.
 - o The NHRC will build it's 'brand' within CSOs, particularly at the divisional level, enabling it to participate and value add to rights events across the country.
- The Programme will build the capacity of the thematic committees to better engage with specialist CSOs

Add value to what is already being done by stakeholders

This element of the strategic plan is addressed above.

Support and protect human rights defenders

The Programme will aid the NHRC to create a stronger network of human rights defenders through:

- Supporting develop a certification system that acknowledges HRDs partnership with NHRC.
- Helping to develop a code of ethics for human rights defenders
- Providing continued training for human rights defenders under the auspices of NHRC drawing on incountry academic and legal expertise

Focus on systematic change for better promotion and protection of human rights

The Programme will continue to build capacity in the human rights commission. Additionally, the Programme will work in the wider CSO and local government communities to bring about systematic change through greater human rights data.

The Programme will work with law enforcement agencies to build their human rights capacity

Enhance the accessibility, effectiveness and organisational development of the NHRC

The Programme will build the accessibility of the NHRC through:

- increasing its reach through improved complaints handling processes
- Developing its network of CSOs and increasing its 'brand' through greater exposure
- Developing its investigation tools so that human rights violations are investigated fully and results published
- Developing a newsletter highlighting the work of the NHRC
- Training new staff as they come online
- Assisting and building the capacity and strategic direction of the new Regional Centres

Transboundary cooperation amongst NHRIs

There is scope for transboundary cooperation amongst NHRIs if deemed necessary.

Annex-C

18 Month Initiation phase milestones

The following milestones will be considered during the 18 month review:

Milestone	Indicator
Independent Assessment of the NHRC	Independent consultant recruited to assess the capacity of the NHRC. In the capacity assessment of December 2013, key recommendations were made. This new assessment will look into the recommendations made in 2013, follow up on how many have of those recommendations have been implemented and suggest further recommendations, if applicable.
The new commission is showing willingness and ability to function independently and address a broad spectrum of human rights violations	<p>Pro-activeness in starting the Human Rights Commission Fund (assuming current commission cannot complete it)</p> <p>Pro-activeness in requesting for the remaining recruits of the NHRC (currently 45 out of the 93 staff have been recruited)</p> <p>Pro-activeness in addressing critical human rights violations under 3 of the 8 international treaties Bangladesh is State Party to</p> <p>NHRC to actively incorporate HRBA into all its documentation and implementation including the law formulation process, standard operating procedure, by-laws, legal analysis etc. that are prepared by the commission</p> <p>Under the authority given to the NHRC by the NHRC Act 2009, the NHRC will continue to ask for reports from Government or any authority of the Government or any other organization and follow up on those reports as required. (Baseline: between April-Sept 2015 the NHRC issued approximately 310 letters and received response for 266 from different government departments/authorities)</p>

	<p>Government funding to NHRC is sufficient to cover NHRC staff costs and separate premises</p> <p>NHRC establishes its budget and resources are provided by government based on that budget</p>
Activated thematic committees	Each thematic committee has undertaken at least one issue based workshop
Police are engaging in activities as willing participants	<p>At least one joint event held by the NHRC/police/CSO</p> <p>At least one human rights champion identified in the Bangladesh Police</p>
Coalition building with CSOs/CBOs	<p>At least 10 MOUs signed between NHRC and CSOs/CBOs</p> <p>The committee for challenge funds approve at least one round of challenge fund proposals from CSOs/CBOs</p>
The human rights focal points have been activated in the various ministries and are proactive on human rights issues	<p>At least 2 workshops have been conducted with the human rights focal points of the ministries</p> <p>TORs of the human rights focal points in the various ministries have been drafted</p>

