



Project Document

National Human Rights Commission's Strategy Plan Support Project
2016 – 2017



UNITED NATIONS DEVELOPMENT PROGRAMME in NEPAL
May 2016

Project Title	National Human Rights Commission's Strategic Plan Support Project (SPSP)
CP Outcomes	<p>Institutions, systems and processes of democratic governance are more accountable, effective, efficient and inclusive (COUNTRY PROGRAMME/UNDAF OUTCOME 5)</p> <p>Vulnerable groups experience greater self-confidence, respect and dignity. (COUNTRY PROGRAMME/UNDAF OUTCOME 3)</p> <p>Outcome 4.Vulnerable groups benefit from strengthened legal and policy frameworks and have improved access to security and rule of law institutions</p> <p>Government and human rights institutions have increased capacity to monitor and report on human rights and on the status of the implementation of human rights obligations. (COUNTRY PROGRAMME/UNDAF OUTCOME 4.3)</p> <p>National actors and institutions have managed conflict risk and are progressively consolidating the peace. (COUNTRY PROGRAMME/UNDAF OUTCOME 9)</p>
Project Funding Requirements	1.2 million \$ (USD)
Donors	Swiss Agency for Development and Cooperation (SDC) The Embassy of Denmark, Nepal.
Expected start date	May 05, 2016
Expected Duration	20 months (2017)
Project Partners	<p><i>Key beneficiaries:</i> National Human Rights Commission</p> <p><i>Key project partners:</i> National Human Rights Commission, National Women's Commission, National Dalit Commission, other national institutions for Madhesi, Tharu, Muslim, and human rights based CSOs.</p> <p><i>Other stakeholders:</i> Government of Nepal/Ministry of Finance.</p>
Geographic Coverage	Nepal
Submitted by	UNDP Nepal

Abbreviations

CP	Country Programme
CM	Component Manager
DANIDA	Danish International Development Agency
GoN	Government of Nepal
MoF	Ministry of Finance
NHRC	National Human Rights Commission
NDC	National Dalit Commission
NWC	National Woman's Commission
PEB	Project Executive Board
SC	Steering Committee
SDC	Swiss Agency for Development and Cooperation
SP	Strategic Plan
SPSP	National Human Rights Commission's Strategy Plan Support Project
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

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Brief Description

This project focuses on support to the National Human Rights Commission (NHRC) that will strengthen its organisational and competence capacity and significantly contribute towards long-term sustainability of the institution and its capability to carry out the tasks set by itself in the Strategic Plan 2015 – 2020.

The project will support the NHRC to create a more functional and diverse organisation and a yearly in-house training programme as a first step that will ensure that the commission can work in accordance with the main human rights principles equality and non-discrimination, inclusion and participation and transparency and accountability. It consists of two components.

Component 1 – focusing on the duty bearer side – consists of a thorough development of the organizational capacity through a training needs assessment and a management review that identify the required areas of support for the internal management including business management, procedures, and financial management as well as the core areas of performance of the NHRC monitoring, investigation, and outreach towards other constitutional commissions, civil society and the GoN and the prerequisites to so such as project planning, monitoring and evaluation.

Special attention will be given to the regional offices to ensure that they are adequately staffed following the principles of workforce diversity and get strengthened in their capacity to fulfil the mandate of the NRHC in the field.

Through component 2 the ongoing activities of the NHRC are supported focusing on monitoring, investigation, outreach, and on the promotion of rights for people with mental disabilities. In the implementation of component 2, the increased capacities of the NHRC staff provided through the TA of component 1 will be directly applied.

By 1 July 2017 the Project will support the NHRC in the process of assessment of the progress of sustainability efforts and in deciding whether it needs continuing international support to carry out its mandate or if it will be able to become financial and administratively autonomous. This process will be carried out in collaboration with the Government of Nepal (GoN)/Ministry of Finance (MoF).

Programme Period:	2016 – 2017
Key Result Area (Strategic Plan)	_____
Atlas Award ID:	_____
Start date:	06 May 2016
End Date	31 December 2017
PAC Meeting Date	_____
Management Arrangements	_____

Total resources required	\$ 1,229,293.40
Total allocated resources:	the whole sum for 20 months
• Regular	_____
• Other:	
SDC	722,394.22 \$
Denmark	456,899.18 \$
UNDP	50,000.00 \$
Government	_____
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by: (NHRC):

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Agreed by: (UNDP):

[Handwritten signature]
 Renata Meyer (Mrs.)
 Country Director
 UNDP Nepal

5 May 2016



*Empowered lives.
Resilient nations.*

I. SITUATION ANALYSIS

a) Current Situation

Nepal's current Three Year Plan (TYP) commits the Government of Nepal to a long-term vision of ending "all forms of discriminations and inequalities such as legal, social, cultural, linguistic, religious, economic, ethnic, physical, gender and regional". In recent decades, the Government has taken important reform initiatives, in particular in relation to policy and legal reform, which can be crucial for the protection and promotion of all human rights, which include the right to inclusion and non-discrimination. Ten years of armed conflict has left Nepal with post-conflict and political challenges to consolidate the peace process, promote socio-economic and political inclusion and restructure the state. The events of 2015 has added other challenges in the form of dealing with the aftermath of the Great Earthquake of 25 April 2015, the federalisation of the republic and the prolonged protest movement in Terai, which has been demanding significant changes to the new constitution and which has involved significant violence.

According to UNDAF, caste, ethnic and gender discrimination are consistently identified as being at the core of challenges faced by Nepal's most vulnerable groups. It has been increasingly recognized that in the past some legal provisions, norms and practices institutionalized the hierarchical and discriminatory features of Nepal's society, and the need to address this has been acknowledged. What is at issue is the very 'embeddedness' of this phenomenon also in all institutions that are tasked with respecting, protecting, fulfilling, monitoring and promoting human rights for all citizens on equal basis. **The vulnerability assessment in the Country Analysis found that groups, which are particularly vulnerable, are so on almost every account. In short, vulnerability in one area often amplifies vulnerability in other areas due to its multidimensional nature. Thus, multifaceted and crosscutting interventions are needed to effectively address the inequalities.** In order to support equality and human rights in Nepal it is necessary to go beyond constitutional guarantees and legal frameworks. Interventions are needed that specifically target discriminatory practices when they happen in order to remove of discriminatory elements from everyday life.

The UNDAF also notes that State established organisations that are actively working to address the problems facing marginalized groups often lack appropriate institutional capacity to build long-term sustainable organisations that can effect substantive change. Agencies designated to enforce laws or execute policies and programmes often perform below the required efficiency and effectiveness due to their lack of management capacity, human capacity and generally a high turnover of staff.

b) The National Human Rights Commission

The National Human Rights Commission (NHRC) of Nepal was established in 2000 under the Human Rights Commission Act 1997. The Interim Constitution of Nepal of 2007, confirmed also by the newly promulgated constitution of 2015, granted constitutional status to the NHRC, which is now governed pursuant to the National Human Rights Commission Act of 2012. The NHRC guides its activities based on strategic plans, where the first such plan was drafted in 2001. The most recent strategic plan of the NHRC covers the period from 2015 – 2020 and its strategic objectives are reflected in the project interventions.

Over the years, organizational and management structure has suffered due to lack of a personnel management system, lack of standardized rules and procedures, as well as lack of joint commitment from the appointed commissioners. In addition to shortcomings in organizational and management structures, the **newly promulgated Constitution has presented NHRC with two immediate challenges, namely, federalism and the establishment of new thematic issue based Commissions.** More specifically, the Constitution stipulates that:

- i) The commission will need to respond to predictable disputes resulting from the ambiguities of current provisions for federalism and at the same time consider its own optimal national structure to best respond and relate to provincial authorities.
- ii) The proliferation of commissions has de facto the NHRC as the leading body. Although nowhere it is explicit, it is clear that all other commissions look to the NHRC as the model for their own functioning and are keen to find optimal modalities for cooperation and joint working.

These two aspects of the new Constitution are great challenges to the NHRC. However, if efforts are adequately coordinated they also represent great opportunities for the NHRC to fulfil its mandate by fully taking advantage of all potential capacities available, including civil society members and groups, who wish to strengthen the NHRC. National Human Rights Commission can be a leader and a role model for addressing human rights violations, discrimination and exclusion in Nepal.

c) NHRC Strategic Plan 2015-2020

The NHRC's Strategic Plan (SP) was the result of multiple consultations and was published in April 2015.

The Strategic Plan spells out in detail its **main four strategic objectives**;

1. *To investigate the cases of human rights violation and monitor human rights situation*

The monitoring and investigation capacity of the NHRC will be greatly strengthened in coming months with the integration of a large number of new staff. However, this in turn requires a major effort at training new staff, particularly Human Rights Officers. To ensure uniformity of approach and working methods across the organization at central and regional level, existing staff should join these efforts. The Strategic Plan emphasizes that "[t]he culture of impunity in the society has seriously hindered the development of human rights" and this should remain, as in the previous Strategic Plan, a constant theme of the NHRC's work, in particular in its policy and planning for work on Transitional Justice issues in the coming period.

2. *To strengthen human rights promotion*

A major factor in the success of promotion is the authority gained by visible, equal and effective protection work for all Nepalis. Thus promotion and protection should be seen as mutually reinforcing and not two discrete, separate areas of work.

3. *To ensure the rights of deprived, marginalized and vulnerable groups*

The Strategic Plan points out that: "[a]lthough the NHRC has had to give special priority to the people from marginalized communities, deprived, senior citizens, children, people living with physical and mental disability, Dalit and backward classes, it has not been practically possible. Due to this, the individuals and communities, which require protection and promotion of human rights more than others are being deprived of it". The new constitution has created new institutions to work on these issues. In order for these efforts to be successful rather than an impediment to the protection and promotion of these groups, there must be effective collaboration between all commissions. This work would most fruitfully be implemented in harmony with the Strategic Plan, which underlines that the constitutional mandate of the NHRC is 'to work jointly and in a coordinated manner with the civil society to enhance awareness on human rights'. There needs to be clear provision with regard to the jurisdiction and coordination between the NHRC and other constitutional bodies (NWC, NDC and NIC)". The failure to achieve a satisfactory working definition of jurisdictions, division of labour and methods of cooperation will lead to underachievement by all.

4. *To expand the access, strengthen effectiveness and organizational development of the NHRC.*

The Strategic Plan's SWOT analysis notes the following, which needs to be addressed as a matter of priority to enable the NHRC to fulfill its mandate in a long-term sustainable way: "Organizational development of the NHRC has been adversely affected due to the lack of necessary physical and technical resources in its central, regional and sub-regional offices and permanent office building. The organizational activities cannot be efficient, systematic and regular in the absence of the proper management and mobilization of physical resources."

It is important to note also the negative political context of the working of the NHRC as the Strategic plan notes "The human rights protection has been adversely affected mainly due to the absence of the political will of the government and political parties to protect and promote human rights. Human rights issues have sometimes been secondary due to the lack of adequate attention and sensitivity of the government, political parties and law enforcement agencies to the human rights issues." Development partners should discuss with the NHRC how they can help to improve this negative working context for the commission, while the NHRC should reflect on how civil society, including the media, and the diplomatic community and the UN system, including OHCHR, can assist to transform this situation to permit increased impact of the NHRC's work.

The Strategic Plan also lists the main challenges that NHRC is facing, namely that: "There is an absence of the monitoring and periodic evaluation of the NHRC activities which is necessary to keep track of the activities under its SP, annual Plan of Action, Policy and programs and learn whether they are effective and meeting the desired goals or not". These benchmarks should be integrated within the training needs assessment in order to achieve optimal synergies. Line managers should be provided with specialized trainings including on sensitivity, gender and diversity and gain skills to adequately monitor, mentor and supervise staff between trainings to a) ensure the implementation of skills learnt in the previous training and to b) integrate lessons learnt from the application of new training techniques into everyday core activities of the commission.

In order to address the aforementioned shortcomings and to assist the NHRC in fulfilling its strategic objectives, the Project will in the first year focus on strengthening the organizational and management structure of the NHRC, including the financial management capacity, whereas in the second year the project will together with NHRC assess the level of organizational and management capacity of the NHRC and decide whether further support is needed or the NHRC can assume its full financial and organizational autonomy. More importantly, the Project and the NHRC will continuously liaise with the Government of Nepal/Ministry of Finance (MoF) in order to ensure full political and financial backing of the NHRC as the principal Human Rights Institution in Nepal in line with international standards such as the Paris Principles of NHRIs.



II. STRATEGY

The Strategic Plan Support Project bases its interventions on the strategic objectives of the NHRC Strategic Plan 2015 – 2020 (see table 1 below) and in addition aims to achieve the nationally accepted and endorsed goals of the UNDAF and the CP:

- Institutions, systems of democratic governance are more accountable, effective, efficient and inclusive
- Vulnerable groups experience greater self-confidence, respect and dignity.
- Vulnerable groups benefit from strengthened legal and policy frameworks and have improved access to security and rule-of-law institutions
- National actors and institutions have managed conflict risk and are progressively consolidating the peace.

These goals are here put in relation to the development and institutionalisation of the core capacity of the National Human Rights Commission (NHRC) supporting it to implement its strategic plan.

Since the publication of the NHRC's Strategic Plan, four major events have taken place which need to be factored in to the implementation of the SP: i) the Earthquake of 25 April 2015 which has added a new element to the work of the NHRC, namely the monitoring of relief and reconstruction efforts from a human rights perspective; ii) the promulgation of the new constitution, which has added multiple new elements to the NHRC tasks; iii) the prolonged protest movements in Terai which has been demanding significant amendments to the newly promulgated constitution and which has involved significant violence; and iv) the NHRC has made progress in the much delayed large-scale staff recruitment which is anticipated to see staff taking up posts during the first year of the project cycle.

Both, the strategic plan and the new challenges points towards the need of an immediate long-term sustainable institutional development of the NHRC. It will require prompt and effective remedial activities to strengthen the organisational capacity of the NHRC, a sine qua non for fulfilling its mandate.

The NHRC's investigation and monitoring mandate requires new skills in terms of monitoring and reporting on the relief and future reconstruction efforts from a human rights based approach, particularly in terms of discrimination and exclusion. The NHRC reacted speedily to the earthquakes of April and May 2015 and mobilised staff in an exemplary fashion. There need to be additional capacity to process the information gathered and use and re-use it for optimal positive impact. This would need to include strengthened public communication capacity.

The NHRC's mandate to promote human rights has been given a new institutional framework with the creation of the new commissions under the new constitution, which, though yet undefined, will have some responsibilities regarding "the rights of deprived, marginalized and vulnerable groups". Handled fruitfully, the new commissions, some of whom are already looking to the NHRC for leadership and cooperation, will greatly strengthen the work of the NHRC but there are clear areas of potential jurisdictional overlaps, which need to be clarified between all the commissions and this is an area where the NHRC should clearly take the lead. It is also important to avoid the situation that cases are not dealt with due to overlap between Commissions and as a result persons in need are left without a remedy. The impact of the other commissions will depend on the level and modalities of cooperation between them and with the NHRC. The Project will assist NHRC in dialoguing with the newly created commissions in order to establish clear boundaries of their respective jurisdictions. In addition, the Project will also assist in coordination of work between NHRC and transitional justice mechanisms. The rights of deprived, marginalized and vulnerable groups, will require joint work between the NHRC and other commissions to avoid confusion and counter-productive efforts.

a) Project Rationale



Table 1: Linkage of SPSP activities with the Strategic Plan of the NHRC 2015 - 2020

Strategic objectives of the NHRC Strategic Plan 2015 - 2020	Specific outputs of the Action Plan for implementation of the NHRC Strategic Plan	Linkage to/response of the NHRC SPSP project outputs and interventions
<p>1. To investigate the cases of human rights violation and monitor human rights situation</p>	<p>Output 1.1 Complaint investigation and management process will be accessible and efficient</p> <p>Output 1.2 Implementation of the NHRC recommendations will be increased</p> <p>Output 1.3 Rights of conflict victims to receive justice will be protected</p> <p>Output 1.4 Human rights monitoring system will be strengthened</p>	<p>Output: The NHRC strengthened its capacity as a long – term credible institution to deliver its core function and increase its outreach.</p> <p>Indicator: Number of recommendations made every year to different institutions including to the government and private sector to improve human rights situation in the institutions.</p> <p>Output: The NHRC has strengthened coordination and cooperation with other human rights related constitutional commissions and the transitional justice mechanisms, CSOs and media</p> <p>Intervention: Strategic plan developed within the NHRC on further cooperation with Transitional Justice Mechanisms.</p> <p>Intervention: Joint monitoring missions have been carried out as per the mandates of NHRC and other commissions</p>
<p>2. To strengthen human rights promotion</p>	<p>Output 2.1 Human rights education will be promoted amongst stakeholders</p> <p>Output 2.2 Recommendations will be made to the government to implement human rights education in the school curricula</p> <p>Output 2.3 Human rights awareness, education and information will be taken to every household</p>	<p>Intervention: Public, CSOs and media are informed of the role the different commissions play and on the service the public can expect/demand from each commission.</p> <p>Intervention: Outreach strategy developed with the view of increasing presence of the NHRC in provinces/regions.</p>
<p>3. To ensure the rights of deprived, marginalized and vulnerable groups</p>	<p>Output 3.1 Environment for the enjoyment of human rights of deprived, marginalized and backward classes will be created</p>	<p>Intervention: Training plan for developed for NHRC staff and management, with particular emphasis on international instruments and GESI.</p>



	<p>Output 3.2 Awareness on the rights of deprived, marginalized and backward classes will be raised</p> <p>Output 3.3 National and International human rights laws will be effectively implemented</p>	<p>Intervention: NHRC's staff mirrors the people of the regions in the regional/provincial offices and is able to conduct their mandate without impediments.</p> <p>Output: The NHRC has Strengthened Coordination and cooperation with other human rights related constitutional commissions and the transitional justice mechanisms, CSPs and media</p> <p>Intervention: Memorandum of understanding between NHRC and other constitutional commissions established.</p>
<p>4. To expand the access, strengthen effectiveness and organizational development of the NHRC.</p>	<p>Output 4.1 Human resources will be effectively managed in the NHRC</p> <p>Output 4.2 The NHRC offices will be equipped with physical resources</p> <p>Output 4.3 Organizational transaction system of the NHRC will be strengthened</p>	<p>Output: The NHRC strengthened its capacity as a long – term credible institution to deliver its core function and increase its outreach.</p> <p>Intervention: NHRC organizational structures and the organigram is adjusted to mirror structural requirements of the increased staff number and the changed context</p> <p>Intervention: Capacity gap of the NHRC staff and management conducted</p> <p>Intervention: Training plan for NHRC staff and management established with particular emphasis on international instruments and GESI.</p>

Relevance: Activities of the SPSP Project are aligned with the Strategic Plan of the NHRC for 2015 – 2020 (see table above), and specific measures for implementation of the Strategic Plan in order to ensure highest commitment from the NHRC and also the government/Ministry of Finance (MoF) to participate and facilitate the implementation of the project, with the ultimate goal of ensuring the continued sustainability of the Project activities through financial autonomy of the NHRC.

UNDP has been closely working with the NHRC since 2002, implementing the multi-donor funded Capacity Development of the National Human Rights Commission Project, which supported the Commission to fulfil its mandate related to protection, promotion and respect of the human rights. This intervention assisted in building the capacity of the NHRC to monitor the compliance of Nepal government with international instruments on human rights, to which Nepal is a signatory party. However, the progress has been limited and gaps are still present, in particular related to financial autonomy and internal management organization of the NHRC.

With the adoption of the new Constitution in 2015, the scope of protection of human rights provided by national institutions was increased with creation of additional human rights commissions; however, the coordination between the NHRC and newly created commission is still short of the desired level. The project is designed to address all these aforementioned gaps and proposes interventions that directly contribute to realization of tangible results.

Effectiveness: The project is proposing measures supporting the re-organization and further capacity development of the NHRC that are realistically achievable, based on the overall holistic approach and which include day to day working with the partner institution to ensure its ownership and leadership over the process. Project activities will also contribute to an increased level of coordination between human rights institutions, resulting in more effective protection of human rights of vulnerable and marginalized groups of people.

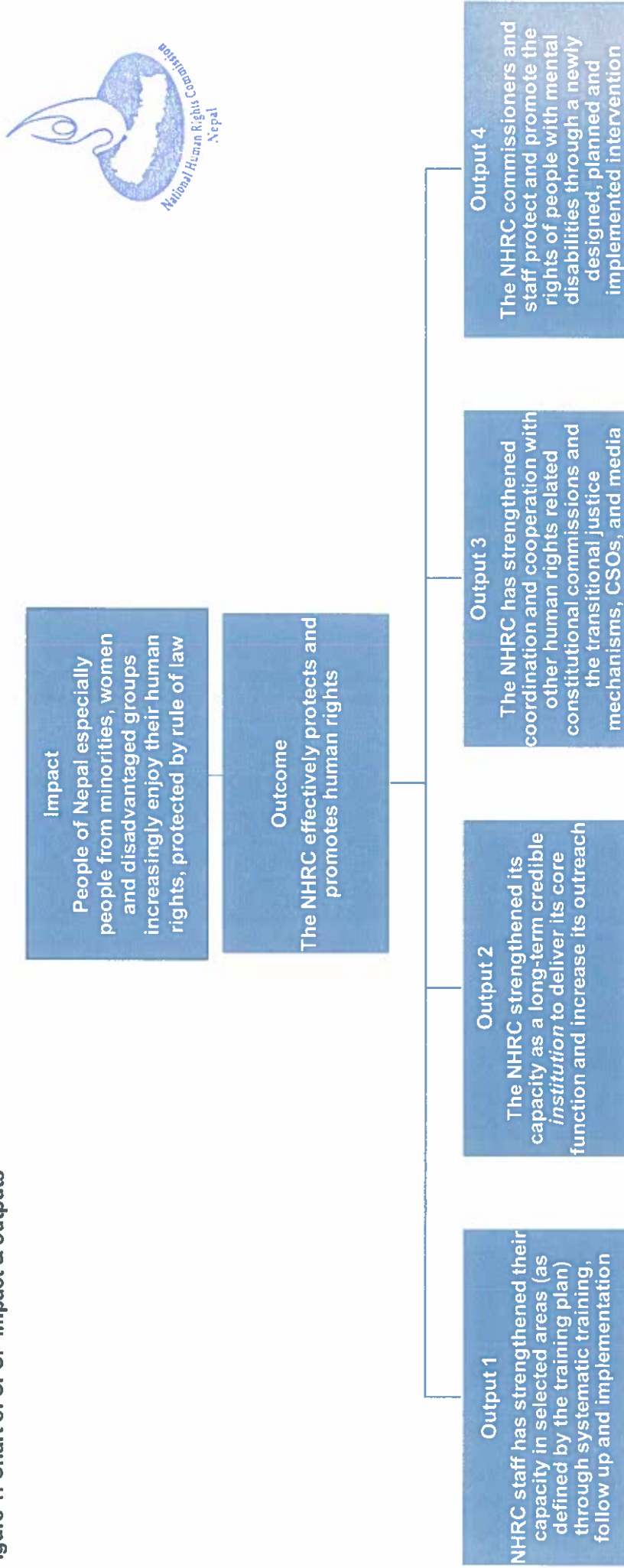
Efficiency: The time and the resources proposed are based on experience from the previous similar projects. The exact efficiency will be measured throughout the project life. The implementation plan of the project clearly sets out the inputs planned per each intervention and their duration. The interventions are interlinked and at the same time well-coordinated. To a certain extent they build on the achievements of the previous project/s with NHRC. In addition, the detailed budget clearly outlines the human and financial resources required for each intervention. The project will report, fairly and accurately, on project progress against agreed work plan in accordance with the reporting schedule and formats included in the project document. All documentation will be maintained with evidence that describes the proper and prudent use of project resources.

Impact: It is expected that the project impact will be achieved to result in strengthened capacity of the NHRC to perform its mandate and better protection of human rights for the people of Nepal. All project activities are carefully designed to contribute to the impact.



b) Strategic interventions - project outputs

Figure 1: Chart of SPSP impact & outputs



Proposed project outputs and interventions for SPSP are designed to significantly reflect on strategic objectives and implementation measures of the NHRC Strategy 2015 – 2020. Proposed interventions and expected results were designed to address capacity gaps that have been identified in the 2014 Evaluation of Strengthening the Capacity of the National Human Rights Commission Project and the 2013 Capacity Assessment of the National Human Rights Commission of Nepal. These gaps were also reconfirmed by a joint technical team which assessed capacities of NHRC in October 2015.

The strategy of the SPSP project is to continue to work closely with the NHRC in capacity development activities and serve as a tool for the beneficiary institution to increase its capacity and responsiveness to ever increasing demands for adherence with domestic and international human rights protection standards. In addition, the project will empower the demand side by working with human rights champions within the vulnerable and marginalized communities, co-opting them as NHRC staff to act as drivers of change and empower the vulnerable and marginalized groups to more adamantly seek protection of their human rights. The role of such co-opted champions can be viewed as crucial to the local ownership of the project and the success of interventions.

The project will assist in strengthening of the national human rights protection architecture so that Nepal fully complies with recognized international human rights best practices and standards. In addition, project will work closely with NHRC to ensure coordination and cooperation with newly formed human rights commissions, in particular National Woman's Commission (NWC) and National Dalit Commission (NDC), in order to avoid duplication and have a unified position related to human rights challenges and interventions and standards of excellence expected from national human rights institutions.

Due to limited timeframe, the inception phase of the project will be shorter and the first three months will be crucial in terms of appointment of staff necessary to address the identified capacity gaps. The inception phase will close with a report submitted to the Project Executive Board (PEB). Also, a detailed annual work plan will be developed for each year of intervention and will be submitted for approval to the PEB.

OUTCOME

The NHRC effectively protects and promotes human rights.

The outcome theory of change is that **if** NHRC is supported to develop its organizational and professional capacities to provide better monitoring, training and outreach, **then** NHRC will have adopted and implemented adequate core competencies framework and increase capacities to oversee compliance with human rights requirements enshrined in national and international instruments **and** the system of protection of human rights of vulnerable and marginalized groups of people will be more effective.

Output 1:

NHRC staff has strengthened their capacity in selected areas (as defined by the training plan) through systematic training, follow up and implementation.

Interventions:

Intervention 1: Conduct capacity assessment to identify gaps of the NHRC staff and management

As the first and a very important step, during the first month of the project initiation, the International Project Manager will assign a team of permanent and temporary advisers and guide the process of capacity assessment aimed at identifying existing competency gaps of NHRC staff and management. This primary assessment will be followed up by periodical follow-up assessments (every three months) to assess how the new skills of the participants are used in daily work.

Intervention 2: Develop a training plan for NHRC staff and management

Based on the result of the capacity assessment, a team of permanent and temporary advisers, under the guidance of the International Project Manager, will develop a training plan for NHRC staff and management within the first quarter of the project. This plan will be the cornerstone of capacity development activities of NHRC management and staff. The plan will also be periodically evaluated and amended as needed based on demonstrated improvements of the management and staff. In addition, in order to ensure sustainability, a group of selected NHRC staff will undertake a Training of Trainers program so that they can be engaged in training of their fellow peers after the end of the project. The training plan will in particular take into consideration GESI.



Intervention 3: Conduct trainings on human rights monitoring, investigation, monitoring and evaluation, finance and administration, management and leadership.



Based on the capacity and training needs assessment, the Project will develop a practical implementation plan for the training, which includes resources, timing, expectations and logistics.

Output 2

The NHRC strengthened its capacity as a long-term credible *institution* to deliver its core function and increase its outreach

Intervention 1: Facilitate the dialogue between NHRC, GoN/MoF and Development Partners with the view to ensure sustainability of NHRC through functional and financial independence.

The Project aims to undertake facilitation of dialogue between NHRC, GoN/MoF and Development Partners with the view to solicit commitment from the GoN/MoF to increase the budget for NHRC and ensure their financial independence. For this purpose, the Project will organize joint workshops with relevant stakeholders. In addition, the Project will also advise the Chairperson of the NHRC on lobbying activities for an increased budget and support from the GoN.

Intervention 2: Develop an outreach strategy with the view of increasing presence of the NHRC in provinces/regions

In order to increase outreach to local communities, in particular disadvantaged groups, the Project will conduct awareness raising campaigns on rights of disadvantaged groups, develop easily accessible and understandable promotional materials and also target illiterate population through street performances.

Intervention 3: Conduct a research on impact of federalization on human rights

Federalization stipulated by the newly promulgated Constitution may pose certain human rights challenges that the Project should assist NHRC to address. For this purpose, the Project will conduct a research on impact of federalization and based on its' findings, develop a plan for NHRC to address challenges arising from federalization.

Intervention 4: Develop new organizational structure and organigram to mirror structural requirements of the increased staff number and the changed context

Findings of the capacity and training needs assessments, new staff and challenging environment call for a review of the organizational structure and functions of the NHRC, in order to find out whether the current organizational structure enables the NHRC fulfil its mandate. For this purpose, based on the findings of the assessment, the Project will develop a new organogram, assess standard operational procedures of the NHRC, both at the central and regional level and ensure they are supportive to the smooth and efficient functioning of the organization.

Intervention 5: Update diversity and non-discrimination plan

In order for the NHRC to maintain its credibility *vis-à-vis* the general public and international peer institutions and partners, its internal and external processes have to reflect compliance with recognized international standards, in particular the Paris principles. For that purpose, the project will assess the internal and external processes of the NHRC to check the compliance with the aforementioned standards and update the diversity and non – discrimination plan if any shortcoming is identified by the assessment.

Intervention 6: Ensure that NHRC's staff represents the population of the regions in the regional/provincial offices and is able to conduct their mandate without impediments.

The Project will support NHRC to have a more robust presence of staff in the regions and in the first three months of the Project allocate adequate and diverse staff to regional /provincial offices to ensure that they are appropriately staffed.

In addition, the project will ensure that recruitment and staffing of the regional/ provincial offices includes women officers, are of diverse background and are fluent in the main local languages of the region. Training activities in the main national languages will be conducted as to enable staff to go to different

regions/provinces. The concept of interpreters and provision of interpretation assistance will be introduced in order to enable submission of complaints from different major language groups.



Output 3

The NHRC has strengthened coordination and cooperation with other human rights related constitutional commissions and the transitional justice mechanisms, CSOs, and media

Intervention 1: Improve mutual understanding between NHRC and the other human rights related constitutional commissions.

Coordination activities are at the forefront of the project interventions. In order to have a unified position on the human rights challenges facing Nepal, NHRC and newly formed national commissions to look after different thematic issues of human rights commissions have to establish close and consistent cooperation and dialogue so that they will be able to deliver an unequivocal message of respect for human rights to the people of Nepal. To that purpose, UNDP is best positioned to facilitate this dialogue with the aim to avoid potential overlap in the mandates of the respective human rights institutions

Intervention 2: Facilitate the process of conclusion of a Memorandum of understanding/agreement between NHRC and other established constitutional commissions

The project will ensure that the coordination and dialogue process between NHRC and other commissions results in a MoU/agreement on a joint work in strengthening of human rights protections system in Nepal.

Intervention 3: Public, CSOs and media are informed of the role the different commissions play and on the service the public can expect/demand from each commission.

The project will work together with NHRC to increase outreach activities, in particular in the regions, fully taking into consideration educational, cultural and language diversity that exist, ensuring that information to the public on the competencies of national human rights institutions is provided in a simple and easily accessible and understandable format, in the languages of the local communities.

Intervention 4: Joint monitoring missions have been carried out as per the mandates of NHRC and other commissions.

Coordination between national human rights institutions must not remain only on paper; to that purpose the project will work closely with NHRC and other commissions in establishing joint monitoring missions, setting the foundations for unified approach in addressing existing and future human rights challenges.

Intervention 5: Facilitate discussions with Transitional Justice Mechanisms for potential cooperation, information sharing and monitoring of the transitional justice process.

Transitional Justice issues in Nepal are well documented, being a post – conflict area, and the engagement of the NHRC in this process, as the leading human rights institution, significantly raises the profile of TJ efforts. With its vast experience in TJ issues globally, UNDP is best positioned to assist the NHRC in ensuring that jurisdictional overlap of different commissions is not detrimental to the efforts of national authorities and the population to deal with the past.

Output 4

The NHRC commissioners and staff protect and promote the rights of people with mental disabilities through a newly designed, planned and implemented intervention

Intervention 1: Implement the pilot project on protecting and promoting the rights of people with mental disabilities

As indicated by the Strategic Objective 3 of the NHRC Strategic Plan, prioritization of protection of rights of persons with mental disabilities was not practically possible to date. For this purpose, the project will provide funding for initiation of a pilot project on protection and promotion of the rights of persons with mental disability

to be implemented by NHRC with the assistance of the SPSP under national implementation (NIM) modality. This project will be designed in year one and implemented in year 2 of the project and will also serve as a tool for measurement of capacity development of the staff, thus success of the project interventions. In addition to seed funding the Project will provide backstopping support to the NHRC in designing the project, identifying the beneficiaries, drafting the project document and implementation of the project. Together with NHRC, the Project will undertake monitoring visits to assess the situation of rights of persons with mental disabilities and implementation of UN Convention on Persons with Disabilities

The Project will assist NHRC in reviewing the domestic legislation relating to persons with mental disabilities and provide recommendations to the GoN on amendment of the law in light of recognized international human rights standards. Finally, at least one advocacy event will be organized to promote the results of the pilot project and the importance of the protection and promotion of the rights for persons with mental disabilities.

c) Human rights and gender considerations

Considerations on the Human-Rights Based Approach and Gender Equality were part of the project design. Gender equality considerations will be incorporated in the process of NHRC staffing, in particular relating to staffing in regional offices.

Human rights considerations will be incorporated into the project activities by respect to the rights of staff: the right to privacy, right to protection of personal data as well as the right of non-discrimination and the right to participation throughout all project activities for all participants.

The project also directly addresses all four priorities singled out by the DMFA Human Rights Based Approach principles – namely, the transparency, accountability participation/inclusion –and non-discrimination principles through its operations. The table below illustrates how project will ensure human rights based approach with concrete examples:

participation	Engagement of CSOs and vulnerable & marginalised groups to enable them to participate in project activities (trainings, workshops, monitoring missions, access to information) especially at the local level; inclusion of marginalised groups is important to maintain their interest, support and the and buy-in, to ensure commitment and induce faith that a change can be created.
accountability	Support institutions to develop accountability mechanisms through participatory planning process, priority-setting, and transparent management arrangements.
non-discrimination	SPSP to ensure equal participation of Nepali citizens regardless of gender, castes and ethnic backgrounds. SPSP to cooperate closely with representatives of local communities and vulnerable and marginalized groups; SPSP to make special emphasis on inclusion of women and people with disabilities in the process.
transparency	The project will support institutions to adopt organizational structures with clear roles and responsibilities; the project will assist institutions to develop and install systems that ensure transparency of their work, more importantly, to ensure monitoring and accountability procedures are accessible, transparent and effective for all the citizens.



III. RIGHTS-HOLDER ANALYSIS

Rights-holders Analysis

<p>↑</p> <p>IMPORTANCE</p> <p>↓</p>	<p>PROTECT</p> <p>Vulnerable and/or marginalized groups, human rights victims.</p> <p>This group will require special initiative to protect their rights.</p>	<p>GOOD RELATIONS</p> <p>CSOs, Constitutional Commissions, general public</p> <p>A close and good working relationship must be established with this group.</p>
	<p>LOW PRIORITY</p> <p>Nepali middle class, elite: International donors</p> <p>May have some involvement but relatively in lower priority</p>	<p>MONITOR</p> <p>GoN, Army, Police</p> <p>This group may be a source of risk and will require careful monitoring and management.</p>
		<p>←</p> <p>INFLUENCE</p> <p>→</p>





IV. RESULTS AND RESOURCES FRAMEWORK

	<p>Impact: People of Nepal especially people from minorities, women and disadvantaged groups increasingly enjoy their human rights, protected by rule of law</p> <p>Impact Indicator 1: Implementation of the recommendations of NHRC by the government.</p> <p>Impact Indicator 2: Perception of people towards the performance of NHRC relating to protection and promotion of human rights</p> <p>Impact Indicator 3: Adoption of new laws or amendment of existing laws in line with international human rights standards</p> <p>Impact Target 1: At least 10% annual increase in implementation of NHRC recommendations by the government.</p> <p>Impact Target 2: 25 % increase in people's perception towards the performance of NHRC relating to protection and promotion of human rights</p> <p>Impact target 3: 35 % increase in perception of women and disadvantaged groups towards the performance of NHRC relating to protection and promotion of human rights</p> <p>Impact target 4: # new laws enacted and/or old laws reformed to meet international human rights standards</p>
	<p>Intended Outcome as stated in the Country Programme Results and Resource Framework:</p> <ul style="list-style-type: none"> - Institutions, systems and processes of democratic governance are more accountable, effective, efficient and inclusive (COUNTRY PROGRAMME/UNDAF OUTCOME 5) - Vulnerable groups experience greater self-confidence, respect and dignity. (COUNTRY PROGRAMME/UNDAF OUTCOME 4) - National actors and institutions have managed conflict risk and are progressively consolidating the peace. (COUNTRY PROGRAMME/UNDAF OUTCOME 9)
	<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>CP/UNDAF OUTCOME 5 – Outcome Indicator: percentage of Universal Periodic Review (UPR) recommendations implemented. Baseline: 56/135 UPR recommendations accepted by the Government. Target: 90 per cent.</p> <p>CP/UNDAF OUTCOME: 4: Vulnerable groups benefit from strengthened legal and policy frameworks and have improved access to security and rule of law institutions</p> <p>CP/UNDAF OUTCOME 3: Outcome indicator: gender empowerment measure (GEM) in mid and far-western regions. Baseline 1: 0.431 (mid-western region)/0.456 (far western region)/0.496 (Nepal). Target: reduction in disparity between regional/national averages. Outcome indicator: percentage of Dalits in selected districts who perceive that caste discrimination has decreased in the last five years. Baseline: to be determined by joint United Nations survey in 2013. Target: 30 per cent increase over baseline.</p> <p>CP/UNDAF OUTCOME 9: Outcome indicator: percentage of people who perceive that there is a high or medium likelihood that the country will return to violent conflict. Baseline: to be determined by joint United Nations survey in 2013. Target: 20 per cent reduction from baseline</p>
	<p>Applicable Key Result Area (from 2014-17 Strategic Plan): Inclusive and Effective Democratic Governance (AREA OF WORK 2) & Resilience-building (AREA OF WORK 3)</p>

Project title and ID (ATLAS Award ID): National Human Rights Commission's Strategy Plan Support Project (SPSP)

OUTCOME I: The NHRC effectively protects and promotes human rights.

Outcome Indicators:

- 1.1 NHRC bill passed/amended by the parliament guaranteeing its full independence in line with the Constitution and the Paris Principles. (Independence here will mainly mean the financial independence).
- 1.2 % of increase of cases resolved vs # of cases backlogged in NHRC
- 1.3 % of increase of cases resolved vs # of cases registered with NHRC
- 1.4 % of increase of complaints resolved vs # of complaints filed with NHRC

Outcome Targets:

- 1.1 15% increase/year of settlement of backlog cases in NHRC.
- 1.2 15% increase/year of the ratio of cases settled against the rate of cases registered with the NHRC.
- 1.3 20% increase/year of the number of complaints filed with the NHRC.

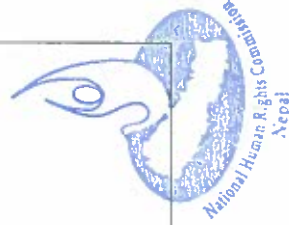
INTENDED OUTPUTS	INDICATIVE INTERVENTIONS	RESPONSIBLE PARTIES	INPUTS	Amounts In US \$
<p>Output 1 NHRC staff has strengthened their capacity in selected areas (as defined by the training plan) through systematic training, follow up and implementation</p> <p>Indicators: 1.1. Capacity gap assessment of the NHRC staff and management conducted. 1.2 Training plan for NHRC staff and management established. 1.3 Number of staff of different divisions and regions trained in human rights monitoring, investigation, monitoring and evaluation, finance and administration, management and leadership.</p> <p>Target:</p>	<p>Intervention 1: Conduct capacity assessment to identify gaps of the NHRC staff and management</p> <ul style="list-style-type: none"> • Assign a team of permanent and temporary advisers, under the guidance of the International Project Manager to conduct the capacity assessment in the first month of the project • Conduct periodical follow-up assessments (every three months) to assess how the new skills of the participants are used in daily work. <p>Intervention 2: Develop a training plan for NHRC staff and management</p> <ul style="list-style-type: none"> • Based on the result of the capacity assessment, assign a team of permanent and temporary advisers, under the guidance of the International 	<p>NHRC with support from the national and international experts</p>	<p>Beside the PM, the permanent and advisory TA</p> <p>Administrative and logistic support for trainings</p> <p>Costs for teachers/trainers from outside the NHRC and the TA</p>	



INTENDED OUTPUTS	INDICATIVE INTERVENTIONS	RESPONSIBLE PARTIES	INPUTS	Amounts In US \$
<p>1.3. 100 staff trained on human rights monitoring, investigation, monitoring and evaluation, finance and administration, management and leadership.</p>	<p>Project Manager to develop a training plan for NHRC staff and management within the first quarter of the project.</p> <ul style="list-style-type: none"> Based on the periodical follow up assessments of the implemented gained capacities, modify the training and follow-up training plan to reflect the improvements in staff and management performance. Conduct an analysis of the experiences, assessments and evaluations of the first year's programme. Identify and train a selected group of NHRC staff to be trained in a ToT Program to ensure sustainability of training activities. Develop a new yearly programme action plan together with the co-trainers. <p>Intervention 3: Conduct trainings on human rights monitoring, investigation, monitoring and evaluation, finance and administration, management and leadership.</p> <ul style="list-style-type: none"> Develop a practical implementation plan for the training, to include resources, timing, expectations and logistics. 			
Total Cost for Output 1				
<p>Output 2 The NHRC strengthened its capacity as a long-term credible <i>institution</i> to deliver its core function and increase its outreach</p> <p>Indicators: 2.1 Increased annual budget of the NHRC by the GoN.</p>	<p>Intervention 1: Facilitate the dialogue between NHRC, GoN/MoF and Development Partners with the view to ensure sustainability of NHRC through functional and financial independence.</p> <ul style="list-style-type: none"> Organize joint workshops to discuss the sustainability of project interventions 	<p>NHRC with assistance from UNDP, Partners and External Experts</p>	<p>Input for the length of the project (or first 18 months) is a Chief Technical Adviser (CTA) and a permanent TA</p>	<p>\$ \$265,073.94</p>



INTENDED OUTPUTS	INDICATIVE INTERVENTIONS	RESPONSIBLE PARTIES	INPUTS	Amounts in US \$
2.2 Increased outreach of NHRC in the provinces/regions through mobile camps and regional, sub-regional/provincial offices.	through ensuring functional and financial independence of NHRC.		team consisting of:	
2.3 NHRC organizational structures and the organogram is adjusted to the structural requirements of the increased staff number and the changed context.	<ul style="list-style-type: none"> Advise the Chairperson of the NHRC continuously on lobbying activities for an increased budget and support from the GoN for 		<ul style="list-style-type: none"> National expert for organisational development 	
2.4 Plan for the federalization of the NHRC is available.	<p>Intervention 2: Develop an outreach strategy with the view of increasing presence of the NHRC in provinces/regions</p>		<ul style="list-style-type: none"> National expert for monitoring and investigation 	
2.5 NHRC's staff represents the population of the regions in the regional /provincial offices.	<ul style="list-style-type: none"> Conduct awareness raising campaigns on rights of disadvantaged groups 		<ul style="list-style-type: none"> National expert for training 	
2.6 NHRC provides interpretation assistance to the complaints from different major language groups.	<ul style="list-style-type: none"> Develop easily understandable campaign materials Develop scenarios for street theatres targeting illiterate population 		<ul style="list-style-type: none"> National expert for outreach International expert for organisational development 	
2.7 Number of recommendations made every year to different institutions including to the government and private sectors improve human rights situation in the institutions.	<p>Intervention 3: Conduct a research on impact of federalization on human rights</p>		<p>The permanent TA is complemented with an advisory TA (number of days will be finalized after the training needs assessment):</p>	
2.8 Number of recommendations made every year for the amendment of laws/ drafting of new laws to improve the situation of human rights.	<ul style="list-style-type: none"> Based on the findings of the research develop a plan for NHRC to address challenges arising from federalization 		<ul style="list-style-type: none"> International senior expert for strategic advise 	
2.9 Number of recommendations made every year to the government for the compensation of the victims of human rights violations, victim and witness protection and punishment/prosecution of the perpetrator.	<p>Intervention 4: Develop new organizational structure and organigram to mirror structural requirements of the increased staff number and the changed context</p>		<ul style="list-style-type: none"> National expert for strategic advice and follow up 	
2.10 Number of follow up and advocacy activities conducted by NHRC for the implementation of NHRC recommendations.	<ul style="list-style-type: none"> Assess organizational functions to find out how the current organization enables the NHRC fulfil its mandate. 		<ul style="list-style-type: none"> International expert for trainings / follow up 	
2.11 Standard procedures for investigation are established and applied.	<ul style="list-style-type: none"> Develop a new organogram on the basis of the assessment. 			



INTENDED OUTPUTS	INDICATIVE INTERVENTIONS	RESPONSIBLE PARTIES	INPUTS	Amounts In US \$
<p>2.12 Standard format of monitoring and reporting is established and applied.</p> <p>Targets:</p> <p>2.1. 15 % increase in the NHRC budget by the GoN.</p> <p>2.7. 10 recommendations made every year to different institutions including to the government and private sectors improve human rights situation in the institutions.</p> <p>2.8. 5 recommendations made every year for the amendment of laws/ drafting of new laws to improve the situation of human rights.</p> <p>2.9. 5 recommendations made every year to the government for the compensation of the victims of human rights violations, victim and witness protection and punishment/prosecution of the perpetrator.</p> <p>2.10. 5 follow up and advocacy activities by NHRC for the implementation of NHRC recommendations conducted.</p>	<ul style="list-style-type: none"> Assess standard operational procedures of the NHRC, both at the central and regional level and ensure they are supportive to the smooth and efficient functioning of the organization Develop practical plan for implementing new organizational structure. Assess current decision-making and communication structure between the central and regional/provincial offices based on the commission's organizational needs Develop a plan for improving communication and coordination between the central and the regional/provincial offices. <p>Intervention 5: Update diversity and non-discrimination plan</p> <ul style="list-style-type: none"> Carry out an assessment of diversity and non-discrimination dimensions in the NHRC's internal and external functions and processes. Compare assessment with required diversity and non-discrimination laws and the Paris Principles. Modify diversity and non-discrimination plan pursuant to findings of the assessment <p>Intervention 6: Ensure that NHRC's staff represents the population of the regions in the regional/provincial offices and is able to conduct their mandate without impediments.</p>		<ul style="list-style-type: none"> National expert for outreach and advise and follow up Third Party Quality Review Team (1 national and 1 international expert). 	



INTENDED OUTPUTS	INDICATIVE INTERVENTIONS	RESPONSIBLE PARTIES	INPUTS	Amounts In US \$
	<ul style="list-style-type: none"> Assess the presence of NHRC staff in the regions Allocate adequate and diverse staff to regional /provincial offices as soon as possible to ensure that they are appropriately staffed (within the first 3 months of the project). Ensure that recruitment and staffing of the regional/ provincial offices includes women officers, are of diverse background and are fluent in the main local languages of the region. (within the first 3 months of the project). Introduce training in the main national languages to enable staff to go to different regions/provinces. Introduce the concept of interpreters and provide interpretation assistance to the complainants from different major language groups 			
<p>Output 3 The NHRC has strengthened coordination and cooperation with other human rights related constitutional commissions and the transitional justice mechanisms, CSOs, and media</p> <p>Indicators: 3.1 Memorandum of understanding between NHRC and other constitutional commissions established. 3.2 Communication material on the roles of the different commissions is established and disseminated.</p>	<p>Intervention 1: Improve mutual understanding between NHRC and the other human rights related constitutional commissions.</p> <ul style="list-style-type: none"> Carry out focus group discussions or individual interviews with selected persons of all established commissions of their understanding of the relationship between them in the beginning of the project. Develop document identifying important themes to cover in bi-lateral workshops with the constitutional commissions, e.g. untouchability, discrimination, protection 	<p>NHRC with support from the UNDP</p>	<p>Beside the CTA, the permanent and advisory TA</p> <p>Administrative and logistic support for X workshops and a high-level conference.</p> <p>External professional Nepali conference facilitator</p>	<p>\$252,558.33</p>



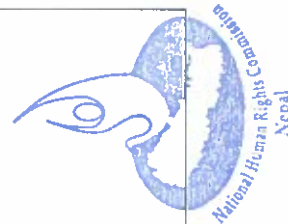
INTENDED OUTPUTS	INDICATIVE INTERVENTIONS	RESPONSIBLE PARTIES	INPUTS	Amounts in US \$
<p>3.3 Number of joint monitoring missions between NHRC and other commissions have been planned and carried out.</p> <p>3.4 Joint monitoring framework among NHRC and other constitutional commissions to follow up on the UPR recommendations.</p> <p>3.5 Strategic plan developed within the NHRC on how to relate to the Transitional Justice Mechanism, including potential cooperation, information sharing and monitoring of the transitional justice process.</p> <p>3.6 Number of cases of successful joint advocacy with CSOs.</p> <p>3.7 Number of cases of successful joint advocacy with the media.</p> <p>Targets:</p> <p>3.3. At least 3 joint monitoring missions conducted.</p> <p>3.6. 5 cases of successful joint advocacy with CSOs conducted.</p> <p>3.7. 5 cases of successful joint advocacy with the media conducted.</p>	<p>of the rights of minorities such as Muslims, Violence against Women and Girls (VAW) etc.</p> <ul style="list-style-type: none"> Prepare paper for each commission, including the NHRC, where they describe their key priorities, proposals for collaboration and clarification of their understanding of their own mandate. <p>Intervention 2: Facilitate the process of conclusion of a Memorandum of understanding/ agreement between NHRC and other established constitutional commissions</p> <ul style="list-style-type: none"> Conduct a research study on the overlaps and/or gaps in the jurisdiction and mandate of the NHRC and the other commissions, including recommendations and conclusions. Plan and organize high-level conference with all established commissions and with high-profile international partners from the region to discuss key priorities, proposals for cooperation and of their own understanding of their mandates. Formulate a Memorandum of understanding/ agreement between the NHRC and each of the established commissions. <p>Intervention 3: Public, CSOs and media are informed of the role the different commissions play and on the service the public can expect/demand from each commission.</p>		<p>Research support for one national expert (Action 2.1)</p> <p>Interpretation to national languages.</p> <p>Mediation support for one national expert</p> <p>Administrative and logistic support for workshop.</p> <p>External professional Nepali conference facilitator</p>	



INTENDED OUTPUTS	INDICATIVE INTERVENTIONS	RESPONSIBLE PARTIES	INPUTS	Amounts in US \$
	<ul style="list-style-type: none"> • Draft a report explaining the remit and procedures of the established commissions, peer review it and get it ready for the wider public distribution. • Present the report on press conference and start wide distribution • Develop short easily accessible summaries of the report in all major national languages and upload them on the NHRC's webpage in easily downloaded versions for further extended distribution and hard copy editions. • Arrange discussion and information meetings together with civil society organizations. <p>Intervention 4: Joint monitoring missions have been carried out as per the mandates of NHRC and other commissions.</p> <ul style="list-style-type: none"> • Facilitate agreement between NHRC and other commissions to carry out joint monitoring missions for increased cooperation. • Carry out joint training of Monitoring Officers from the different commissions involved. • Evaluate the missions to further improve the cooperation. • Develop a plan to institutionalize joint monitoring missions, including the formulation of a ToR, joint guidelines and procedures to make the joint monitoring missions sustainable based on the results of the evaluation. 			



INTENDED OUTPUTS	INDICATIVE INTERVENTIONS	RESPONSIBLE PARTIES	INPUTS	Amounts in US \$
	<p>Intervention 5: Facilitate discussions with Transitional Justice Mechanisms for potential cooperation, information sharing and monitoring of the transitional justice process.</p> <ul style="list-style-type: none"> • Carry out joint workshops with selected persons of all NHRC and the transitional justice mechanism to capture their understanding of the relationship between them. • Based on the results from the workshops develop a strategic plan for further cooperation with Transitional Justice Mechanisms. • Publish the plan in all major national languages on the NHRC's website in easily down-loaded format for further expanded distribution. • Facilitate discussions with CSOs and media for joint advocacy for the promotion of human rights. 			
<p>Total Cost for Output 3</p> <p>Output 4 The NHRC commissioners and staff protect and promote the rights of people with mental disabilities through a newly designed, planned and implemented intervention</p> <p>Indicators: 4.1 Number of cases of human rights violations of people with mental disabilities are monitored and investigated.</p>	<p>Intervention 1: Implement the pilot project on protecting and promoting the rights of people with mental disabilities</p> <ul style="list-style-type: none"> • Give backstopping support to the NHRC in designing the project, identifying the beneficiaries, drafting the project document and implementation of the project. • Conduct monitoring visits to assess the situation of rights of persons with mental 	<p>NHRC with support from UNDP</p>	<p>Funding for starting pilot project</p>	<p>\$ 252,558.33</p>



INTENDED OUTPUTS	INDICATIVE INTERVENTIONS	RESPONSIBLE PARTIES	INPUTS	Amounts in US \$
<p>4.2 The law relating to people with mental disabilities has been reviewed and recommended to the GoN.</p> <p>4.3 Number of advocacy events for the protection of the rights of people with mental disabilities has been organized.</p> <p>4.4 Number of assessments conducted regarding the implementation status of UN Convention on People with Disabilities.</p> <p>Targets:</p> <p>4.1. 5 cases of human rights violations of people with mental disabilities are monitored and investigated.</p> <p>4.3. At least 1 advocacy events for the protection of the rights of people with mental disabilities organized.</p> <p>4.4. One assessment conducted regarding the implementation status of UN Convention on People with Disabilities.</p>	<p>disabilities and implementation of UN Convention on Persons with Disabilities</p> <ul style="list-style-type: none"> Review the domestic legislation relating to persons with mental disabilities and provide recommendations to the GoN on amendment of the law in light of recognized international human rights standards Organize at least one advocacy event to promote the results of the pilot project and the importance of the protection and promotion of the rights for people with mental disabilities. 			
Total Cost for output 4				\$ 326,141.00
TOTAL FOR COMPONENT 1 \$ 2				\$ 1,096,331.60
GMS				\$94,343.47
Estimated DPC				\$ 35,000.00

TOTAL BUDGET FOR SPSP	\$ 1,225,675.07
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National Human Rights Commission's Strategy Plan Support Project (SPSP)

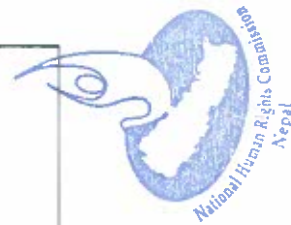
Work Plan 2016 - 2017

OUTCOME: The NHRC effectively protects and promotes human rights.

Baseline, indicators including annual targets	PLANNED ACTIVITIES List interventions and associated actions	TIMEFRAME		RESPONSIBLE PARTY	FUNDING SOURCE	PLANNED BUDGET	
		Year 1	Year 2			BUDGET DESCRIPTION	AMOUNT (USD)
Indicators: 1.1. Capacity gap of the NHRC staff and management conducted. 1.2. Training plan for NHRC staff and management established. 1.3. Number of staff of different divisions and regions trained in human rights monitoring, investigation, monitoring and evaluation, finance and administration, and management leadership.	Output 1: NHRC staff has strengthened their capacity in selected areas (as defined by the training plan) through systematic training, follow up and implementation. <i>Intervention 1: Conduct capacity assessment to identify gaps of the NHRC staff and management</i> <i>Intervention 2: Develop a training plan for NHRC staff and management</i> <i>Intervention 3: Conduct trainings on human rights monitoring, investigation, monitoring and evaluation, finance and administration, management and leadership.</i>	x	x	UNDP	Switzerland Denmark	International Project Manager	\$ 107,695.00
		x				Component Manager 1	\$ 15,706.67
		x				Project support unit (Admin & Finance, Project Assistant, Driver, Messenger)	\$ 15,788.33
Target: 1.3. 100 staff trained on human rights monitoring, investigation, monitoring and evaluation, finance and administration, and		x		UNDP	UNDP	Operational expenses (Office running costs & equipment)	\$ 24,958.00
		x				Permanent advisory team (National expert for organisational development, National expert for monitoring and investigation, National expert for training, National expert for outreach)	\$ 25,042.00
					Switzerland Denmark	Advisory team - max. 90 days - (National expert for strategic advice and follow up, National expert for outreach advise and follow up, International experts for organizational development, trainings/follow up, strategic and outreach advice)	\$ 16,750.00



Baseline, indicators including annual targets	PLANNED ACTIVITIES List interventions and associated actions	TIMEFRAME		RESPONSIBLE PARTY	FUNDING SOURCE	PLANNED BUDGET	
		Year 1	Year 2			BUDGET DESCRIPTION	AMOUNT (USD)
management and leadership.						Contractual services for translation	\$ 2,000.00
						Contractual services for public outreach	\$ 6,250.00
						Contractual services for facilitation of workshops	\$ 17,000.00
						Contractual services for research	\$ 10,000.00
						Travel expenses	\$ 7,750.00
	Total Output 1						\$ 268,692.27
Indicators: 2.1 Increased annual budget of the NHRC by the GoN.	Output 2: The NHRC strengthened its capacity as a long-term credible institution to deliver its core function and increase its outreach.	X	X	UNDP	Switzerland Denmark	International Project Manager	\$ 107,695.00
						Component Manager 1	\$ 15,706.67
2.2 Increased outreach of NHRC in the provinces/regions through mobile camps and regional, sub-regional/provincial offices.	Intervention 1: Facilitate the dialogue between NHRC, GoN/MoF and Development Partners with the view to ensure sustainability of NHRC through functional and financial independence	X	X			Project support unit (Admin & Finance, Project Assistant, Driver, Messenger)	\$ 15,788.33
						Operational expenses (Office running costs & equipment)	\$ 24,958.33
2.3 NHRC organizational structures and the organogram is adjusted to the structural requirements of the	Intervention 2: Develop an outreach strategy with the view of increasing presence of the NHRC	X	X			Permanent advisory team (National expert for organisational development, National expert for monitoring and investigation, National expert for training, National expert for outreach)	\$ 28,660.00



Baseline, indicators including annual targets	PLANNED ACTIVITIES		TIMEFRAME		RESPONSIBLE PARTY	FUNDING SOURCE	PLANNED BUDGET	
	List interventions and associated actions		Year 1	Year 2			BUDGET DESCRIPTION	AMOUNT (USD)
increased staff number and the changed context.	in provinces/regions							\$ 16,750.00
2.4 Plan for the federalization of the NHRC is available.		X	X				Advisory team - max. 90 days - (National expert for strategic advice and follow up, National expert for outreach advise and follow up, International experts for organizational development, trainings/follow up, strategic and outreach advice)	
2.5 NHRC's staff represents the population of the regions in the regional/provincial offices.	Intervention 3: Conduct a research on impact of federalization on human rights	X					Contractual services for translation	\$ 2,000.00
2.6 NHRC provides interpretation assistance to the complaints from different major language groups.		X	X				Contractual services for public outreach	\$ 6,250.00
2.7 Number of recommendations made every year to different institutions including to the government and private sectors improve human rights situation in the institutions.	Intervention 4: Develop new organizational structure and program to mirror structural requirements of the increased staff number and the changed context	X	X				Contractual services for facilitation of workshops	\$ 17,000.00
2.8 Number of recommendations made every year for the amendment of laws/drafting of new laws to improve the situation of human rights.	Intervention 5: Update diversity and non-discrimination plan Intervention 6: Ensure that NHRC's staff represents the population of the regions in the regional/provincial offices and is able to conduct their mandate without impediments.						Contractual services for research	\$ 10,000.00

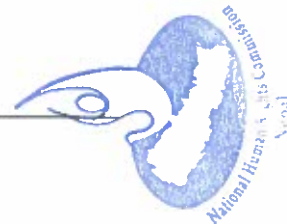
Baseline, indicators including annual targets	PLANNED ACTIVITIES		TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
	List interventions and associated actions		Year 1	Year 2		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT (USD)
<p>2.9 Number of recommendations made every year to the government for the compensation of the victims of human rights violations, victim and witness protection and punishment/prosecution of the perpetrator.</p> <p>2.10 Number of follow up and advocacy activities conducted by NHRC for the implementation of NHRC recommendations.</p> <p>2.11 Standard procedures for investigation are established and applied.</p> <p>2.12 Standard format of monitoring and reporting is established and applied.</p> <p>Targets:</p> <p>2.1. 15 % increase in the NHRC budget by the GoN.</p> <p>2.7. 10 recommendations</p>								\$ 7,750.00
							Travel expenses	



Baseline, indicators including annual targets	PLANNED ACTIVITIES		TIMEFRAME		RESPONSIBLE PARTY	FUNDING SOURCE	PLANNED BUDGET	
	List interventions and associated actions	Year 1	Year 2	BUDGET DESCRIPTION			AMOUNT (USD)	
made every year to different institutions including to the government and private sectors improve human rights situation in the institutions.								
2.8. 5 recommendations made every year for the amendment of laws/ drafting of new laws to improve the situation of human rights.								
2.9. 5 recommendations made every year to the government for the compensation of the victims of human rights violations, victim and witness protection and punishment/prosecution of the perpetrator.								
2.10. 5 follow up and advocacy activities by NHRC for the implementation of NHRC recommendations conducted. reporting is established and applied								
Total Output 2								\$ 252,558.33
Indicators:	Output 3: The NHRC has strengthened coordination and							
3.1 Memorandum of		X	X	UNDP	Switzerland Denmark		International Project Manager	\$ 107,695.00



Baseline, indicators including annual targets	PLANNED ACTIVITIES List interventions and associated actions	TIMEFRAME		RESPONSIBLE PARTY	FUNDING SOURCE	PLANNED BUDGET	
		Year 1	Year 2			BUDGET DESCRIPTION	AMOUNT (USD)
understanding between NHRC and other constitutional commissions established.	cooperation with other human rights related commissions and the transitional justice mechanisms, CSOs, and media.	X	X			Component Manager 1	\$ 15,706.67
3.2 Communication material on the roles of the different commissions is established and disseminated.	<i>Intervention 1: Improve mutual understanding between NHRC and the other human rights related constitutional commissions.</i>	X				Project support unit (Admin & Finance, Project Assistant, Driver, Messenger)	\$ 15,788.33
3.3 Number of joint monitoring missions between NHRC and other commissions have been planned and carried out.	<i>Intervention 2: Facilitate the process of conclusion of a Memorandum of understanding/ agreement between NHRC and other established constitutional commissions</i>	X	X			Operational expenses (Office running costs & equipment)	\$ 24,958.33
3.4 Joint monitoring framework among NHRC and other constitutional commissions to follow up on the UPR recommendations.	<i>Intervention 3: Public, CSOs and media are informed of the role the different commissions play and on the service the public can expect/demand from each commission.</i>	X	X			Permanent advisory team (National expert for organisational development, National expert for monitoring and investigation, National expert for training, National expert for outreach)	\$ 28,660.00
3.5 Strategic plan developed within the NHRC on how to relate to the Transitional Justice Mechanism, including potential cooperation, information sharing and monitoring of the transitional justice		X	X			Advisory team - max. 90 days - (National expert for strategic advice and follow up, National expert for outreach advise and follow up, International experts for organizational development, trainings/follow up, strategic and outreach advice)	\$ 16,750.00
		X				Contractual services for translation	\$ 2,000.00
						Contractual services for public outreach	\$ 6,250.00



Baseline, indicators including annual targets	PLANNED ACTIVITIES	TIMEFRAME		RESPONSIBLE PARTY	Planned Budget	
		Year 1	Year 2		BUDGET DESCRIPTION	AMOUNT (USD)
Indicators: 4.1 Number of cases of human rights violations of people with mental disabilities are monitored and investigated. 4.2 The law relating to people with mental disabilities has been reviewed and recommended to the GoN. 4.3 Number of advocacy events for the protection of the rights of people with mental disabilities has been organized. 4.4 Number of assessments conducted regarding the implementation status of UN Convention on People with Disabilities.	List interventions and associated actions Output 4: The NHRC commissioners and staff protect and promote the rights of people with mental disabilities through a newly designed, planned and implemented intervention. <i>Intervention 1: Implement the pilot project on protecting and promoting the rights of people with mental disabilities</i>	X	X	UNDP	Switzerland Denmark	\$ 107,695.00
		X	X			\$ 49,518.00
		X	X			\$ 53,893.00
						\$ 11,625.00
						\$ 28,660.00
						\$ 16,750.00
						\$ 2,000.00



Baseline, indicators including annual targets	PLANNED ACTIVITIES	TIMEFRAME		RESPONSIBLE PARTY	Planned Budget		
		Year 1	Year 2		Funding Source	BUDGET DESCRIPTION	AMOUNT (USD)
4.1. 5 cases of human rights violations of people with mental disabilities are monitored and investigated. 4.3. At least 1 advocacy events for the protection of the rights of people with mental disabilities organized. 4.4. One assessment conducted regarding the implementation status of UN Convention on People with Disabilities.	List interventions and associated actions				Contractual services for public outreach	\$ 6,250.00	
					Contractual services for facilitation of workshops	\$ 17,000.00	
					Contractual services for research	\$ 10,000.00	
					Travel expenses	\$ 7,750.00	
					Seed funding for the pilot project	\$ 15,000.00	
	Total Output 4					\$ 326,141.00	
TOTAL Output 2							\$ 326,141.00
TOTAL COMPONENT 2							\$ 326,141.00
	TOTAL FOR COMPONENTS					\$ 1,099,949.93	
	GMS					\$ 94,343.47	
	Estimated DPC					\$ 35,000.00	
TOTAL BUDGET FOR SPSP						\$ 1,229,293.40	





V. MANAGEMENT ARRANGEMENTS

a) *Steering*

The programme is steered by the Steering Committee (SC). Chaired by the NHRC chairperson, the Committee includes the NHRC commissioners, the NHRC secretary, Heads of Missions, UNDP management and advisers from civil society who will be selected based on their track record of addressing human rights concerns in Nepal. The Committee meets biannually and provides strategic guidance to the programme and also provides policy guidance to the project management team, and ensures coordination with all concerned agencies and initiatives.

The Programme Executive Board¹ (PEB) is the entity responsible for making key decisions on programme implementation, to ensure that the programme remains relevant and responsive through changing circumstances. The Executive Board is responsible for: a) directing and guiding the National Project Director; b) reviewing activities and any impending issues; c) approving work-plans, budget, and risk log; d) approving project revisions based on changes in the situation. The PEB will meet monthly. To maximize programme impact, the PEB and other stakeholders may jointly agree to review and revise any project components, outputs, and activities. Any revisions they undertake will be undertaken in close consultation with all partners, advisors, and stakeholders. The PEB is co-chaired by an appointed commissioner by the chair and the secretary of NHRC. The PEB includes the PM, the component managers, the NHRC experts, TA experts, as well as representatives from UNDP, and donor. Advisers from civil society and heads of departments from UNDP will participate as observers. The PEB will discuss progress, performance, quality and challenges of all parts of the programme and decide on corrective measures if necessary. Its decision will direct the programme management.

More specifically, the roles and responsibilities of the PEB are structured as follows:

- The Executive: representing the implementing partner /agency who will chair the Board.
- The Senior Supplier: providing financial support and technical expertise to the programme. This role will be represented by the Donors, UNDP.
- The Senior Beneficiaries: This role will be assumed by representatives from the NHRC and other constitutional commissions.
- Quality Assurance: The Quality Assurance role supports the Executive Board and is assumed by the Programme Analyst, UNDP. S/he carries out objective and independent oversight and monitoring functions on behalf of the Board

b) *Management*

The **PM in close relation with the NHRC chair** is responsible for the management of the programme. The PM regularly reports progress and challenges to the NHRC chairperson and the commissioners and gives strategic advice to the chairperson when required. The PM also coordinates regularly with the secretary to maximise the complementarity of both components.

The PM directly manages the two component managers (CM). For **Component 1** the PM and the CM 1 are supported by the Technical Assistance Implementing Team. It includes permanent national experts with complementing technical skills (permanent TA) and an advisory TA of international and national experts for a certain amount of days per year. This structure emphasises the fact that much of the technical assistance that the NHRC requires is available in Nepal. The programme establishes the framework for such trainings and procedures to ensure continuity and the cumulative impact of training provisions. The experts and advisers will be recruited jointly by the NHRC, UNDP and the donors in order to ensure acceptance from all stakeholders and to create an optimal environment for the programme implementation.

Component 1 is closely linked to **component 2**, which will be implemented as national implementation modality, embedded in the NHRC structure. Component 2 will be managed by a component manager under the overall supervision of the PM and will support the NHRC in the ongoing implementation of its core activities including monitoring, investigation, and outreach in parallel to Component 1, focusing on right holders. Component 2 will focus on these activities from the beginning of the programme. In addition, with increasingly provided training and in order to test the gained capacities of the NHRC, the promotion of the rights of persons with mental disabilities will be part of the support. A UNDP programme officer will work closely with NHRC experts in the areas of monitoring and investigation and training. Coordination with Component 2 through the

¹ Detailed tasks of the PEB is attached to this document

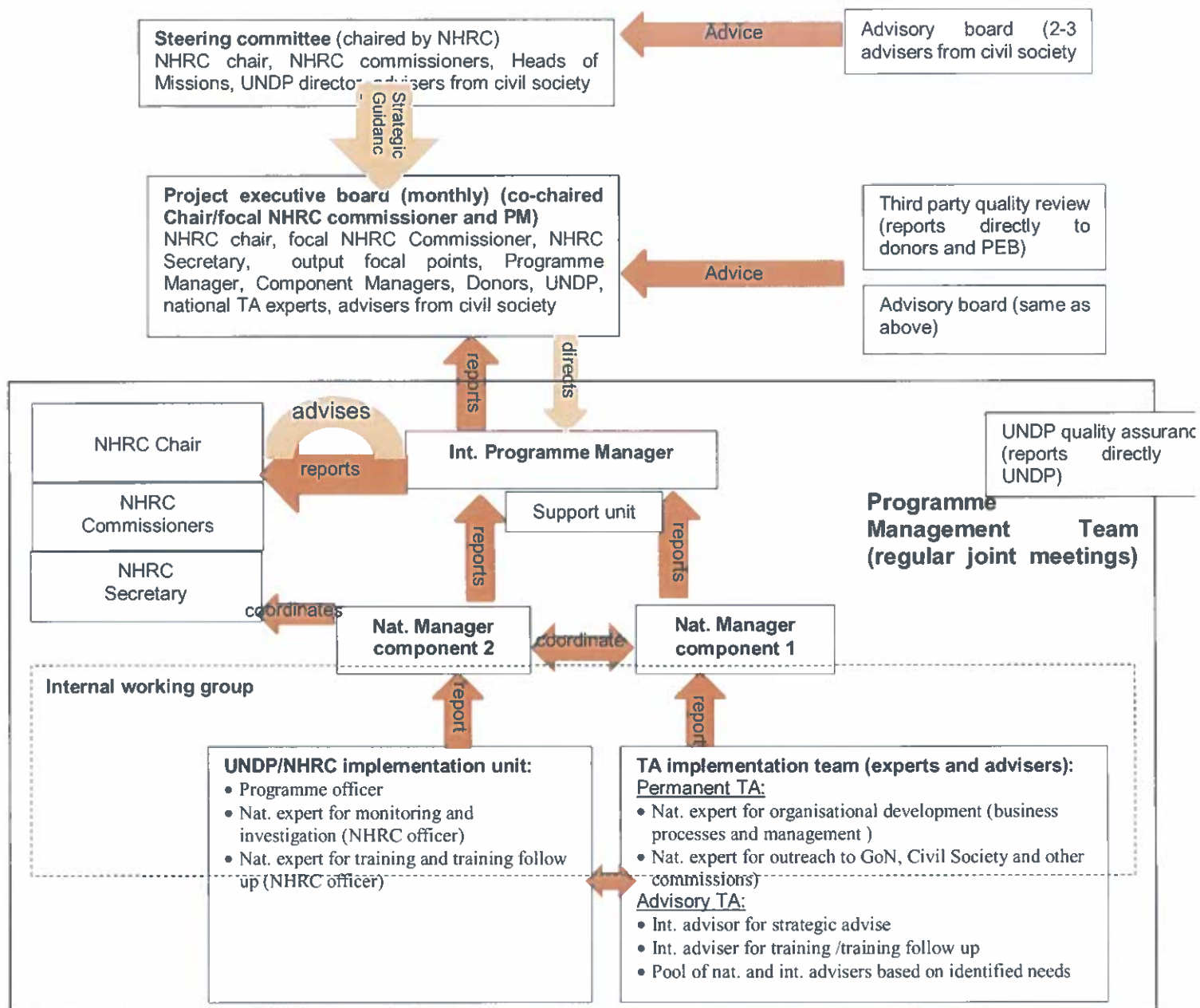
CMs, the PM and the NHRC secretary will ensure that all inputs from Component 2 are consistent with the planning and implementation of the activities in Component 1, and that training gains are directly applied in the everyday activities of the NHRC. The PM will call for regular joint meetings of all programme and relevant NHRC staff in order to ensure the constant flow of communication and coordination between the components and the different management levels of the programme. Whereas communication takes place at different levels, for the reporting to UNDP, it will be ultimately the PM's responsibility. An **internal working group** consisting of selected NHRC staff and national experts will be established to become the change motor of the programme. It will closely work with the PM, the NHRC secretary and Component 1 and 2. The **Programme Management Team** comprising all programme staff involved in the programme will meet regularly to ensure the coordination between Component 1 and 2 and the effective programme implementation.

c) Quality assurance

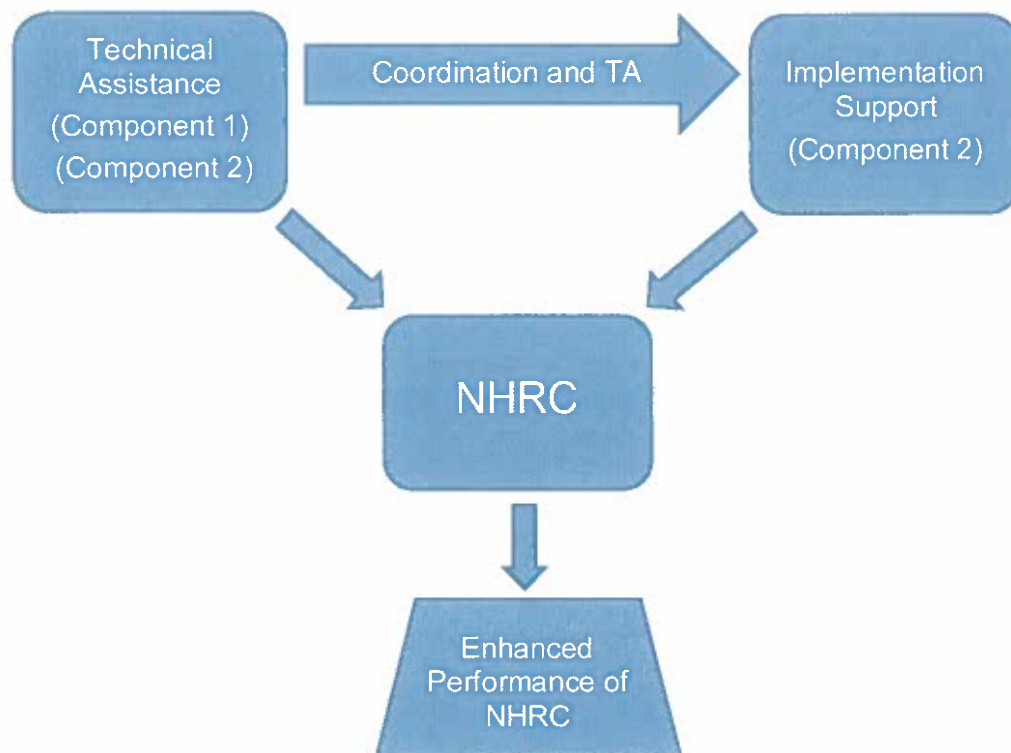
A UNDP quality assurance team will regularly review the quality of the programme. In addition, an external quality review team consisting of one international and one national monitoring expert will conduct three missions per year to assure the quality of the whole programme including both components and the performance of the CMs and the PM. The review team will directly report to the donors and the findings will be regularly discussed in the PEB.



Steering and management of the new NHRC support project

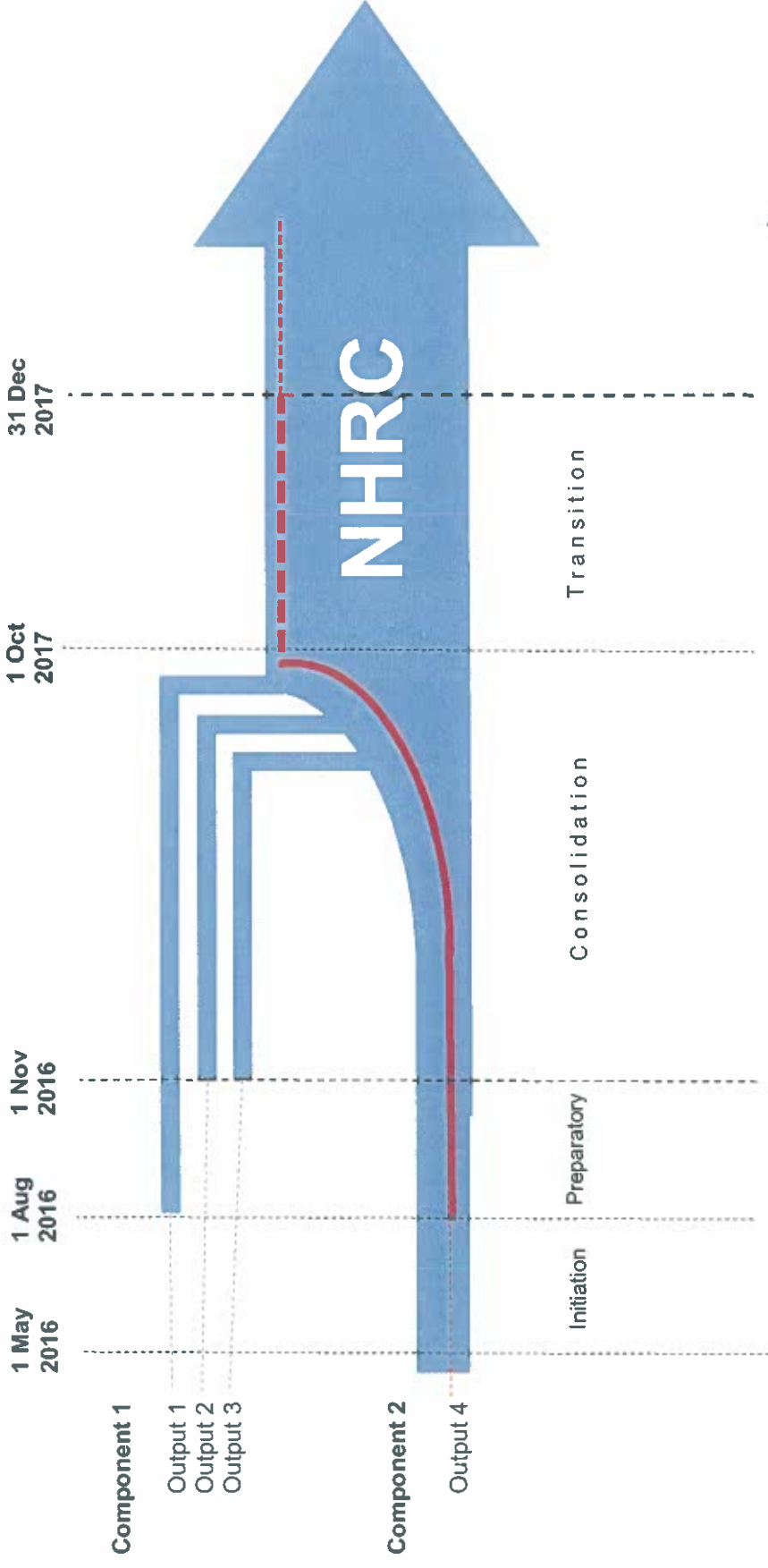


VI. IMPLEMENTATION STRATEGY



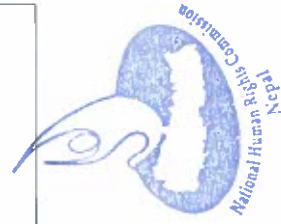
The intervention takes place through two components under a UNDP project. Component 1 – focusing on the duty bearer side – consists of a thorough development of the organisational capacity based on a detailed training needs assessment and a management review that will take place in the beginning of the project. The assessment and review will be done ideally before the newly recruited NHRC staff will join the commission to ensure that the staff will start their work when a new culture of performance has already been initiated. The training needs assessment and management review will identify the required areas of support for the internal management including business management, procedures, and financial management as well as the core areas of performance of the NHRC monitoring, investigation, and outreach towards other constitutional commissions, civil society and the GoN and the prerequisites to so such as project planning, monitoring and evaluation. A technical assistance (TA) consisting of permanent national experts and temporary international and national advisers joining the TA for a certain number of days during the intervention will provide tailor made trainings for the respective NHRC staff in the respective areas of capacity needs. Special attention will be given to the regional offices to ensure that they are adequately staffed following the principles of workforce diversity and get strengthened in their capacity to fulfil the mandate of the NRHC in the field. Through component 2 the ongoing activities of the NHRC are supported focusing on monitoring, investigation, outreach, and on the promotion of rights for people with mental disabilities. In the implementation of component 2, the increased capacities of the NHRC staff provided through the TA of component 1 will be directly applied. UNDP programme staff and assigned NHRC experts will support the NHRC on the job in the above outlined core activities but also include the prerequisites such as project planning, monitoring, and evaluation. Capacity gaps and performance progress will be reported back to the TA and will be used to modify the trainings follow up trainings.

The relationship between the two components within the project can be described in the figure below:



VII. RISK ANALYSIS

Risk	Impact	Probability	Countermeasure/ response
Brief description of risk.	Potential effect if risk occurred. Impact (I) measured from 1-5: 1 (low), 5 (high)	Likelihood of this risk occurring. Probability (P) measured from 1-5: 1 (low), 5 (high)	Actions which will be/been taken to mitigate this risk.
Lack of political will to support the NHRC by GoN and political parties and further reduction of GoN money	I= 3 The NHRC will be demanded to function on with visibility, clarity and diversity beyond its current capability. This may lead to a loss of reputation and trust.	P=4 The conflict has not been dealt with in ways that makes it likely that it will be solved soon.	Mitigation; The Programme will build support for the NHRC in civil society and the diplomatic community
Continued post-constitution political instability, both in the Tarai and elsewhere over issues related to federalism	I= 3 The NHRC will be demanded to function on with visibility, clarity and diversity beyond its current capability. This may lead to a loss of reputation and trust.	P=4 The conflict has not been dealt with in ways that makes it likely that it will be solved soon.	The programme should ensure that the NHRC is able to function by not stopping the day-to-day work funded by GoN. The Programme will encourage the NHRC to organize pre-emptive dialogues between groups in dispute and authorities (mitigation)
No will and engagement to focus on developing sustainable basic capacities	I= 5 The programme aiming at building and sustaining basic capacities will not work without internal will and engagement.	P=3 Evaluations etc. over the last five years have shown a mix of willingness and unwillingness to build up a sustainable organisational structure.	All inputs from the donors will demand clear engagement from a NHRC team including chairperson(s) and secretary. There are clear Milestones in place.
Failure to build status, trust and position in civil society	I = 4 The NHRC still lives on its reputation from actions quite some years back. Without it would be just another authority	P = 2 There is still a good possibility to regain and increase its good reputation, but it is important to accomplish more success stories.	The Programme will be implemented with close collaboration with civil society organisations, which will sustain support for the NHRC in civil society
The new staff will not arrive until next Summer.	I= 3 Delay in start of wide in-house training. Some and restructuring process may affect the activities related to justice dispensing and legal aid as well assistance	P= 1-3 The new staff has been planned to arrive soon since January 2015. It is hard to know when they will actually arrive.	The programme may carry out Support Area 1 – training assessment and priority. The other Support Areas have to be slightly redefined to allow for a start up without more staff.



Risk	Impact	Probability	Countermeasure/ response
Brief description of risk.	Potential effect if risk occurred. Impact (I) measured from 1-5: 1 (low), 5 (high)	Likelihood of this risk occurring. Probability (P) measured from 1-5: 1 (low), 5 (high)	Actions which will be/ been taken to mitigate this risk.
New staff will not be diverse (i.e. at least proportional ratio of women, men, minorities, castes etc.	I = 5 In order to be a National Human Rights Institution it is vital that the organisation is a beacon on issues like representability, equality, non-discrimination and participation. If not it will lead to a loss of reputation and trust both internationally and nationally.	P = 3 At the moment, we have been given different information regarding this issue. Some say the regulations that were in place, when the job opportunity ad was run five years ago, must be followed – allowing for no affirmative action. Others say that the new regulations will be followed – allowing for it	The further capacity will be provided to the other existing role of actors such as NHRC, court and prosecutor to deal with the issues of past abuses. Likewise, a constant advocacy will be continued for the establishment of the TJ mechanisms in line with international human rights standards
The donors will not scrutinize the work carried out.	I = 4 The NHRC will be tempted to use the funding to fill in general gaps. This will lead to no programme impact.	P = 4 The many documents (evaluations, new programmes etc.) supporting the same actions point towards the probability of such event.	The new programme will have a clearer monitoring part where funding will not continue if different assignments have not been carried out.



VIII. MONITORING FRAMEWORK AND EVALUATION

The project will be monitored through the following:

A quarterly narrative and financial progress report capturing inputs, results challenges and potential required changes;

An annual narrative and financial progress report capturing inputs, results challenges and potential required changes.

Within the annual cycle:

- An Issue Log shall be activated in Atlas and updated by UNDP to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted to the Project Advisory Board using the standard report format.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

At the end of the project:

- Final Project Review Report. A Final Project Review Report shall be prepared and shared with the Project Board. As minimum requirement, the Final Project Review Report shall consist of the Atlas standard format for the Quarterly Progress Report (QPR) covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Final Project Review. Based on the above report, a final project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project. As this project is of one year's duration, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- In addition to standard reporting and monitoring requirements, the Development Partners of the Project will engage in periodical external evaluation of the Project.

A more detailed table of results, indicators, targets and means of verification is presented below.



Results	Indicator(s)	Target	Means of verification
<p>OUTPUT 1: The NHRC effectively protects and promotes human rights</p>	<p>1.1 NHRC bill passed/amended by the parliament guaranteeing its full independence in line with the Constitution and the Paris Principles. (Independence here will mainly mean the financial independence).</p> <p>1.2 % of increase of cases resolved vs # of cases backlogged in NHRC</p> <p>1.3 % of increase of cases resolved vs # of cases registered with NHRC</p> <p>1.4 % of increase of complaints resolved vs # of complaints filed with NHRC</p>	<p>1.1 15% increase/year settlement of backlog cases in NHRC.</p> <p>1.2 15% increase/year of the ratio of cases settled against the rate of cases registered with the NHRC.</p> <p>1.3 20% increase/year of the number of complaints filed with the NHRC.</p>	<p>1. Project reports, NHRC Reports</p> <p>2. Project reports, NHRC Reports</p> <p>3. NHRC complain tracking, project reports</p>
	<p>Capacity gap of the NHRC staff and management conducted</p>	<p>Assessment conducted</p>	<p>Capacity gap assessment report</p>
	<p>Training plan for NHRC staff and management established</p>	<p>Training plan developed</p>	<p>Training plan</p>
	<p>Number of staff of different divisions and regions trained in human rights monitoring, investigation, monitoring and evaluation, finance and administration, management and leadership</p>	<p>Trainings conducted.</p>	<p>Training reports, project reports</p>
<p>Output 2: The NHRC strengthened its capacity as a long-term credible institution to deliver its core function and increase its outreach.</p>	<p>Increase in annual budget</p>	<p>The annual budget of the NHRC will be increased at least by 15% per year by the GoN</p>	<p>NHRC/GoN budget</p>
	<p>Increased outreach of NHRC in the provinces/regions through mobile camps and regional, sub-regional/provincial offices</p>	<p># of field visits conducted</p>	<p>Field visits, project reports</p>
	<p>NHRC's staff represents the population of the regions in the regional /provincial offices</p>	<p>Diversity in NHRC staff</p>	<p>NHRC organogram</p>
	<p>Number of recommendations made every year to different institutions including to the government and private sectors improve human rights situation in the institutions</p>	<p>At least 10 recommendations</p>	<p>Project reports, recommendations</p>



Results	Indicator(s)	Target	Means of verification
Output 3: The NHRC has strengthened coordination and cooperation with other human rights related constitutional commissions and the transitional justice mechanisms, CSOs, and media	Number of recommendations made every year for the amendment of laws/ drafting of new laws to improve the situation of human rights	At least 5 recommendations	Project recommendations reports,
	Number of recommendations made every year to the government for the compensation of the victims of human rights violations, victim and witness protection and punishment/prosecution of the perpetrator.	At least 5 recommendations	Project recommendations reports,
	Number of follow up and advocacy conducted for the implementation of NHRC recommendations.	At least 5 recommendations	Project recommendations reports,
	Memorandum of understanding between NHRC and other constitutional commissions established	At least 3 MoU signed	Signed MoU between NHRC and other commissions.
	Communication material on the roles of the different commissions is established and disseminated	At least 4 awareness campaigns conducted	Information booklet and advertised through radio jingles (PSA)
	Monitoring missions planned and conducted	At least 3 joint monitoring missions between NHRC and other commissions have been planned and carried out.	Project reports/ NHRC bulletins
	Joint monitoring framework among NHRC and other constitutional commissions to follow up on the UPR recommendations.	Monitoring framework developed.	NHRC annual report, project reports, monitoring framework
	Strategic plan developed within the NHRC on how to relate to the Transitional Justice Mechanism, including potential cooperation, information sharing and monitoring of the transitional justice process.	Strategic plan developed	Strategic plan about cooperation and coordination between NHRC and TJ mechanisms
	Collaboration with CSO established	At least 5 cases of successful collaboration with CSOs.	Project reports

Results	Indicator(s)	Target	Means of verification
Output 4 The NHRC commissioners and staff protect and promote the rights of people with mental disabilities through a newly designed, planned and implemented intervention.	Collaboration with media established	At least 5 cases of successful collaboration with the media	Project reports
	Human rights situation of persons with mental disabilities monitored and investigated	At least 5 cases of human rights violations of people with mental disabilities are monitored and investigated	Project report
	The law relating to people with mental disabilities has been reviewed and recommended to the GoN	Recommendations submitted to GoN	Project report
	Advocacy events organized for the protection of the rights of people with mental disabilities	At least one advocacy event for the protection of the rights of people with mental disabilities has been organized	Project report, media report
	Assessment conducted regarding the implementation status of UN Convention on People with Disabilities	One assessment conducted regarding the implementation status of UN Convention on People with Disabilities	Assessment report, project report

