



National Human Rights Commission (JAMAKON), Bangladesh

**2<sup>nd</sup> Five-Year Strategic Plan (2016-2020)**  
**National Human Rights Commission (JAMAKON), Bangladesh**

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### **FOREWORD**

Five years have lapsed since the adoption of the first Five-Year Strategic Plan of JAMAKON and five years have gone by since the present Commission assumed responsibilities of JAMAKON. It would be wrong to construe this as a mere coincidence – rather it is manifestation of the fact that the National Human Rights Commission, Bangladesh, popularly known as JAMAKON, in true sense began functioning five years ago though it was formally established in 2008. Over the last five years this institution has grown in all respects but is yet to attain maturity and completeness. From the level of an ‘idea’, JAMAKON today has almost become a household name thanks to the functioning of the Commission in accordance with the priorities ascertained in the first strategic plan. It is now the time to take stock of the achievements as well as the failures (challenges) of JAMAKON in its formative stage in order to define the roadmap for tomorrow. The Second Five-Year Strategic Plan for 2016-2020 contains the picture of this road map as visualized by different stakeholders, i.e. both the state and the non-state actors engaged in promotion and protection of human rights in Bangladesh. This document is a product of the collective wisdom of the society and a result of multiple consultations with a wide variety of interest groups, CBOs, NGOs and organs of the state. It is thus, a recognition of the lessons learned during the implementation of the First Strategic Plan that no NHRI can function in isolation and thus acquire the skill of tapping the knowledge, expertise, skills and experience of all concerned both within and outside the territorial boundaries of the country.

Yesteryears of JAMAKON have demonstrated that in order to be able to function as an effective institution, the Commission must overcome a series of obstacles: ensure its independence as defined in the ‘Paris Principles’; enjoy adequately trained human resources; endowed with requisite logistic facilities; be free from the ‘influence’ by the executive yet enjoy the trust and confidence of the same as partners in defines of human rights, etc. These challenges are daunting, to say the least.

Despite existing constraints and limitations and notwithstanding the critique of both friends and cynics, JAMAKON has imbibed the citizens with the high spirit of human rights and has created

sky-high expectations. The present Strategic Plan is an attempt by JAMAKON to find out ways and means of meeting these high expectations. Gradually but certainly steadily, JAMAKON will unfold its latent potentials to create an environment wherein the dignity of the human person is preserved and ensured in all its manifestations. JAMAKON will never compromise with the ideals and values of our Liberation War and will tirelessly endeavour towards creating, nurturing and nourishing a 'human rights culture' in Bangladesh. It may sound ambitious, but if the past is an indication, we are confident that it is ultimately achievable. We cannot fail the legitimate expectations of the nation. Can we?

Abbreviations:

APF	Asia Pacific Forum
AIDS	Acquired Immune Deficiency Syndrome
CA	Capacity Assessment
CAT	Convention Against Torture
CBO	Community Based Organization / Collective Bargaining Organization
CHT	Chittagong Hill Tracts
CEDAW	Convention on the Elimination of All forms of Discrimination Against Women
CRC	Convention on the Rights of the Child
ESCR	Economic Social and Cultural Rights
GOB	Government of Bangladesh
GBV	Gender Based Violence
HIV	Human immunodeficiency virus
HRV	Human Rights Violations
ICEPPED	International Convention for the Protection of All Persons against Enforced Disappearances
ICESCR	International Convention on Economic Social and Cultural Rights
ILO	International Labour Organization
KPI	Key Performance Indicator
LEA	Law Enforcement Agencies
MP	Member of Parliament
NPM	National Preventive Mechanism
NGO	Non-Governmental Organization
NHRC	National Human Rights Commission
OHCHR	United Nations Office of the High Commissioner for Human Rights
OP-CAT	Optional Protocol to the Convention Against Torture
TOT	Training of the Trainer
UN	United Nations
UP	Union Parishad
UPR	Universal Periodic Review

## **About JAMAKON**

The National Human Rights Commission of Bangladesh (JAMAKON) was reconstituted in June, 2010 under the National Human Rights Commission Act of 2009 as a statutory and independent institution to promote and protect human rights in Bangladesh. It is committed to the realization of human rights in a broad sense, as enshrined in the Constitution of the People`s Republic of Bangladesh and different international human rights conventions and treaties to which Bangladesh is a signatory.

The purpose of establishing such a unique institution is to contribute to the embodiment of human dignity and integrity as well as to the safeguard of the democratic milieu so that the fundamental and inalienable human rights of all individuals are protected and human rights standards demonstrate their continuous upward trend in the country.

### **Vision:**

A human rights culture throughout Bangladesh.

### **Mission**

To ensure the rule of law, social justice, freedom and human dignity through promoting and protecting human rights.

## **Section 2. Long Term Goals**

JAMAKON identified Four Long-Term Goals representing the destination of its journey. To attain these goals, JAMAKON has developed 5-year outcomes, set key strategies to achieve the outcomes and set some key performance indicators to measure the changes.

### **Goal One:**

A human rights culture throughout Bangladesh, where the dignity of every person is respected

### **Goal Two:**

A just society where violence by state is an episode of the past and officials know, and are held accountable for, their responsibilities

### **Goal Three:**

A nation that is respected internationally for:

- its human rights compliance
- ratification of all human rights instruments
- up-to-date reporting to treaty bodies

- Open cooperation with UN special mechanisms

**Goal Four:**

An NHRC that is credible, independent, objective, effective and respected for spearheading human rights protection throughout the country.

**Section 3. Key Strategies**

To attain these long-term goals, clear strategies are essential. JAMAKON's basic approach is to develop strong working relationships with civil society, state agencies and international human rights organizations.

In Bangladesh, a considerable amount of human rights awareness-raising, research and policy development and monitoring activities is being undertaken by national and international organizations. JAMAKON intends to add value to these efforts. JAMAKON has ample opportunities to coordinate and collaborate with these organizations in order to monitor the human rights situation, implement education and awareness program, and conduct research and policy advocacy.

JAMAKON hopes to be able to use NGOs as conduits for receiving complaints, and to strengthen the human rights monitoring which may already have been undertaken by these NGOs. The Commission's function of inspecting places of detention centres, for example, can open doors that have traditionally been closed to NGOs. Similarly, when undertaking inquiries the Commission has powers to summon witnesses and examine them on oath. These official powers go well beyond what NGOs or other civil society actors are able to do.

We acknowledge and applaud the tireless efforts of the human rights defenders working throughout Bangladesh to promote human rights and defend the fundamental freedoms of people and individuals. We intend to advocate for ensuring compliance of domestic legislation with the UN Declaration on Human Rights Defenders. JAMAKON has a mandate to protect and support human rights defenders.

We recognize that often much more progress can be made on the human rights front by focusing on systemic change. The National Human Rights Commission Act 2009 empowers the Commission to inquire into complaints of human rights violations from affected individuals and from those complaining on their behalf. We are already receiving a regular flow of complaints and are committed to pursuing these as effectively as we can. We are working to achieve large-scale changes affecting groups of our constituents.

Since the first Commission was established by ordinance during the period of the caretaker government in 2008, efforts have been made to secure an adequate budget, accessible premises and an effective secretariat. However, a number of challenges remain. The funding that has been made available from the state budget to date is far from adequate and will need to be increased substantially if we are to become an effective institution. Similarly, the staff currently allocated to the Commission fall short by a substantial margin in numbers and capacity for what is required to fulfil its role, including reaching out to all administered divisions of Bangladesh. JAMAKON, thus, will put its efforts into establishing divisional offices.

**Key Strategies:**

- Investigate and monitor cases and situations of human rights violations;
- Cooperate and coordinate with state agencies, civil society, regional and international bodies for better promotion and protection of human rights;
- Add value to what is already being done by stakeholders;
- Support and protect human rights defenders;
- Focus on systemic change for better promotion and protection of human rights;
- Enhance the accessibility, effectiveness and organizational development of JAMAKON;
- Foster transboundary cooperation amongst NHRIs from the region.

**Section 4. Pressing Human Rights Issues**

JAMAKON's mandate is broad – it has to act across the full range of human rights set out in the Constitution and other international human rights instruments. These include civil and political rights as well as economic, social and cultural rights. In reality, as it is difficult to address all human rights issues at once, JAMAKON will need to prioritize.

The Commission identified the most pressing human rights issues in Bangladesh in its first strategic plan for 2010-2015. At the end of the first strategic plan, the JAMAKON consulted with different stakeholders and identified the following pressing human rights issues:

**Pressing Human Rights Issues with Priority Areas for 2016-2020:**

1. Violence by State Mechanism, particularly Enforced Disappearances, Torture including Custodial Torture, Extra-judicial Killings and Culture of Impunity;



2. Violations of Economic, Social and Cultural Rights, including Health Rights, Discrimination against the Marginalized and People with Disabilities;
3. Full and Prompt Implementation of, and compliance with, the Chittagong Hill Tracts (CHT) Accord Focusing on Land Rights;
4. Violence against Indigenous, Ethnic and Religious Minorities with Special Focus on Land Rights of the Indigenous and other Marginalised & Excluded Communities in Plainlands;
5. Women Empowerment and Discrimination against Women, Gender-based Violence;
6. Protection of Child Rights, Elimination of hazardous Child Labour and Prevention of Early and Forced Marriage;
7. Human Trafficking, Safe Migration and Discrimination and Abuse of Migrant Workers;
8. Impediments to Access to Justice, particularly for the Poor;
9. Occupational Safety, Wages and Welfare including Trade Union Rights of the Garments Workers;
10. Ensuring Right to Education;
11. Right to Food (ensuring food security, safety, nutrition, etc.);
12. Addressing Climate Change and Environmental Justice;
13. Rights of the People of *Char Land* and newly Acquired Territories (former Enclaves);
14. Social and Religious Cohesion and Harmony;
15. Rights of Older Persons;
16. Rights to Freedom of Expression;
17. Establishment of a Database of Human Rights Violations and Abuses.

This list is not exhaustive and it may be amended by JAMAKON from time to time. Moreover, there may be other urgent human rights issues that emerge which may require JAMAKON's immediate attention. These will be added to the Commission's priorities as necessary.

## **Section 5. Focal Areas for the Five-Year Period (2016-2020)**

### **5.1 Institutional Development of JAMAKON**

Unless JAMAKON is an efficient and effective institution, it has little hope to achieve its long-term goals. Moreover, it will be challenging for JAMAKON to meet the high expectations of the people of Bangladesh that have been generated after its establishment.

At present, JAMAKON has limited staff to operate its day-to-day work. JAMAKON needs, as a matter of urgency, to employ more staff and, train them in all their functional roles, including in processing

complaints of human rights violations, implementing awareness and education programs and conducting research. The budget of JAMAKON needs to be increased substantially. JAMAKON is encouraged that the Hon'ble President of the Republic, the Prime Minister and the Government have expressed a commitment to protect and promote human rights and to make JAMAKON a more effective organization. The following goals have been identified for institutional development, taking into consideration the implementation status of the first Five-Year Strategic Plan and the recommendations from the Capacity Assessment of JAMAKON conducted in December 2013 by UNDP, APF, OHCHR and other stakeholders:

1. Enhance the capacity of JAMAKON to fulfil its mandate and legal responsibility;
2. Improve organizational operational systems for better performance;
3. Develop human resource management system, policies, structures and procedures and enhance manpower of JAMAKON to the limit of its approved organogram;
4. Equip the office with physical resources;
5. Develop strategy and plan for outreach to all divisional offices;
6. Establish JAMAKON regional offices;
7. Develop user friendly website, and establish a media and external relations division;
8. Enhance cooperation, collaboration and partnership with GO, NGOs, CSOs, CBOs, and locally elected representatives for better protection and promotion of human rights and develop a standard position paper for partnerships;
9. Fully equip all Commission Members, including effective engagement of Honorary Members, by enhancing their remuneration and upgrading their status so that they may better provide leadership and management support to the institution;
10. Develop and manage budget and financial management policies, structure, systems and procedures.

**Outcome :**

General awareness of JAMAKON's mandate and role, and awareness of human rights issues, increased.

**5.2 Human Rights Promotion, Education and Awareness-raising**

National institutions need effective human rights information, education and communication strategies, including extensive human rights awareness-raising programs. JAMAKON has already implemented a series of human rights awareness and education programs targeting different stakeholders, including NGO representatives, national and local elected public representatives, government officials, lawyers, teachers, students, women and children. This comprehensive program helped JAMAKON to increase awareness of

its existence among the population and make it as a credible organization in the country. Moreover, the program also helped people to gain a better understanding of human rights.

Following JAMAKON's first Strategic Plan, a Baseline Survey was conducted to assess perception, attitude and understanding of human rights issues among common people in Bangladesh. As per the recommendations from the Baseline Survey, a human rights awareness program, including public campaigns, training, courtyard sessions, public lectures, marking international days and other events were designed and implemented at the local and national level. Relevant training modules, education and audio-visual materials were developed and distributed accordingly. The awareness program was implemented through partnerships with national and international organizations.

This effort needs to be continued in order to disseminate JAMAKON's messages around the country, using different modes of communication. If the Commission is to meet its long-term goal of a just society where violence by the state is an episode of the past and officials know - and are held accountable for - their responsibilities, extensive training programs and policy initiatives need to be further expanded.

As the Commission does not have the capacity by itself to develop a human rights culture throughout the country, it will need considerable assistance from partners to make officials aware of their responsibilities and ensure that they comply with them. The Commission intends to work with all relevant training institutions and departments in the public sector to train their trainers with a view to mainstreaming human rights into the trainers' training programs.

In the first phase of its campaign program, JAMAKON followed a systematic communication approach to disseminate messages on JAMAKON and Human Rights issues to a large audience around the country, including students, youths, community people, public officials, NGOs and CBOs, media representatives and the mass people. Campaigns, Training, Public Service Announcements, Billboards and Traditional Media tools have been used to disseminate the messages.

As a follow-up action, the priority needs to be given to ensure maximum coverage of the messages targeting the poor, marginalized, ethnic and religious minorities, and indigenous peoples.

The following goals have been identified for Human Rights Promotion, Education and Awareness-raising, taking into consideration the implementation status of the first Five-Year Strategic Plan and the

recommendations from the Capacity Assessment of JAMAKON conducted in December 2013 by UNDP, APF, OHCHR and other stakeholders:

1. Enhance human rights awareness and education within the different strata of society, in particular, among the poor, vulnerable, marginalized and sexual minorities;
2. Build partnerships with national and international organizations for the purpose of implementing human rights education program;
3. Develop the capacity of human rights defenders, including civil society organizations, the media, students and other key stakeholders to deliver education programs;
4. Engage youths and students in implementing human rights campaign;
5. Train governmental officials, especially law enforcement agencies, on human rights issues.
6. Advocate with the Government to incorporate human rights issues into school textbooks.

**Outcome:** Public awareness raised, people enjoyed their rights and state actors are more responsible to protect and promote human rights, and more accountable to the citizens.

### **5.3 Human Rights Monitoring and Investigation**

JAMAKON receives complaints of human rights violations on a regular basis. The number of complaints received is steadily increasing. To deal with complaints, JAMAKON developed a computer-based 'Complaint Management System' and developed a 'Roster of Investigators' to assist the Commission. Moreover, the Commission initiated a pilot effort with two Union Parishads (UP) to develop a complaint referral system with local administration. Moreover, the Commission has been developing the capacity of UP representatives to address human rights violation issues and report back to the Commission. As part of this effort, a number of rules, manuals and templates are being developed.

The existing staff of JAMAKON have been trained; however, their knowledge needs to be regularly refreshed while newcomers are in need to pursue training on monitoring and investigation of human rights violations as well as on mediation and conciliation. Systematic monitoring will be restructured with the inclusion of data archiving to establish formal cooperation with CBOs, NGOs and local governments (UPs). This initiative will, among other things, focus on accountability of law enforcement agencies, on prison and detention centre inspections, on eradicating violence against women and girls, extra-judicial killings, torture and disappearances, and on fulfilment of economic, social and cultural rights.

The following goals have been identified for Human Rights Monitoring and Investigation, taking into consideration the implementation status of the first Five-Year Strategic Plan and the recommendations from the Capacity Assessment of JAMAKON conducted by UNDP, APF, OHCHR and other stakeholders in December 2013:

1. Build an adequate infrastructure along with trained human resources to respond to clients' complaints efficiently and effectively;
2. Enhance the institutional capacity of JAMAKON to monitor and investigate cases of systematic human rights violations, including through national inquiries and fact-finding missions;
3. Enhance the capacity of law enforcement agencies on human rights issues, particularly their role in dealing with children, women, indigenous, Dalit, sexual minorities and other marginalised communities;
4. Improve the human rights situation in detention centres through regular and robust monitoring, visits and investigation of complaints;
5. Develop JAMAKON's guidelines on preventing torture (including custodial torture) and custodial deaths;
6. Develop human rights manuals for police, judiciary, public servants and the armed forces;
7. Resolve and archive the previous complaints and analyse the data to identify the trend of human rights violations;
8. Protect and defend human rights defenders in Bangladesh;
9. Collaborate with GO and NGO's with a view to improving prison conditions and protecting the rights of prisoners.

**Outcome:** Human rights grievances effectively resolved through investigation and conciliation. A progressive and sustained reduction in human rights violations by the authorities. A visible reduction of human rights violations reflected in data management. New guidelines developed for police, civil servants, the judiciary and the armed forces.

#### **5.4 Human rights research, reporting and policy development**

Following its first Five-Year Strategic Plan, JAMAKON has published a significant number of research and study reports on compliance with international human rights legislation and policies (e.g. ESCR, CAT, CEDAW, CRC and ICERD)

At the same time, stakeholders or shadow reports on CAT and CRC were submitted to UN Treaty Bodies. A baseline survey and a follow-up survey were conducted to assess the attitude, perception and understanding of the population regarding the human rights situation in the country.

The Commission provided a number of policy recommendations to the government on pressing human rights issues. JAMAKON reviewed different laws and policies including the National Human Rights Commission (NHRC), Act 2009, the Child Marriage Restraint Act, 1929, the Child Labour Elimination Policy and Women Development Policy, and submitted specific recommendations to the government. JAMAKON also conducted robust policy advocacy with the Law Commission, Bangladesh to enact anti-discrimination legislation for better promotion and protection of the rights of *Dalits*.

In the future, the Commission will also work with Parliament to ensure that Members of Parliament are aware of the need for legislation to be human rights compliant. New parliamentary committees may be needed, which would also review and debate the Commission's annual and periodic reports.

In relation to human rights research, a reliable database is needed that accurately record human rights violations. The data collected will feed into the Commission's recommendations as well as the state's international reporting obligations, both for international Treaty Bodies and for the UN Human Rights Council's Universal Periodic Review. Where necessary, JAMAKON will prepare alternative reports to Treaty bodies.

To continue these efforts, however, the Commission needs to expand the scope of its human rights research and policy advice, as outlined below:

1. Advocate with the GOB for enactment of anti-discrimination legislation and the Child Marriage Restraint Act;
2. Advocate for implementation of the recommendations from the 2<sup>nd</sup> cycle of the UPR and develop own mechanism to review progress of UPR implementation;
3. Establish a mechanism within JAMAKON to review national laws for compliance with international human rights legislation;
4. Advocate for the ratification of OPCAT and OP-3 of CRC;
5. Ensure compliance of the CHT accord;
6. Establish better coordination between government and civil society organizations for the reform of selected laws to comply with international human rights legislation;

7. Strengthen capacity to advocate for the reform of various laws, policies and standards, including labour laws and the rights of garment workers;
8. Enhance capacity to conduct human rights research;
9. Take appropriate measures for the protection of the rights of the HIV/AIDS population and sexual minorities;
10. Take part in the preparation process of the UN Convention for the Rights of Older Persons;
11. Strengthen JAMAKON's role in building social cohesion;
12. Develop partnership with national and international agencies;
13. Enhance the compliance regime on UN treaty body reporting.

**Outcome:** Human rights compliant legislation and state policies – up-to-date and informative reports to UN Treaty Bodies, social cohesion strengthened, and the rights of minority groups, garment workers, etc. protected.

## **6. Five-Year Outcomes**

Based on wide consultations with different stakeholders and the recommendations from the Capacity Assessment conducted by UNDP, AFP and OHCHR, JAMAKON has prioritized pressing human rights issues and set 5-year outcomes as well as key strategies to achieve these outcomes and key performance indicators (KPI) to measure the results.

## OUTLINE OF KEY STRATEGIES TO ADDRESS PRESSING HUMAN RIGHTS ISSUES

<b>1. VIOLENCE BY STATE MECHANISM, PARTICULARLY ENFORCED DISAPPEARANCES, TORTURE INCLUDING CUSTODIAL TORTURE, EXTRA-JUDICIAL KILLINGS AND CULTURE OF IMPUNITY</b>		
<b>5-year outcome</b>	<b>Key Strategies</b>	<b>KPI</b>
Visible and ongoing reduction in the incidence of violence by state mechanisms	Promote independence, professionalism and accountability of the police through law reform and capacity development	Police Act, Police Regulation of Bengal, Evidence Act and Code of Criminal Procedure revised
	Advocacy with the GOB and Parliament Members to stop the culture of impunity in order to establish the rule of law and to ensure access to justice and good governance.  Situation analysis and prepare strategic guidelines to lead advocacy with relevant government agencies and lawmakers to bring result based changes	A number of pieces of evidence recorded and interventions achieved
	Roundtable with leading NGOs , monitoring and investigating violence by state mechanisms	Roundtables produce Action Plans with KPIs
	Develop a JAMAKON program for unannounced visits and monitoring prison, detention centres and other places of detention	Sustained reduction in deaths in custody and reports of torture
	Work with authorities to ratify: OP-CAT and establish a national torture prevention mechanism; Convention for the Protection of All Persons Against Enforced Disappearance	OP-CAT ratified NPM established CPPED ratified
	Develop strong advocacy with GOB to provide an open invitation to UN Special Rapporteurs	UN Special Rapporteurs visited Bangladesh more often than in previous years.
	Reliable data collected at District level	Information from database included in JAMAKON's annual and thematic reports
	Develop strong working relations with	Joint programs developed and operationalised



	disciplined forces	
	Human Rights Standard will be developed for all disciplined forces to eliminate violence by state mechanisms	Number of human rights standards developed and practiced
<b>2. VIOLATIONS OF ECONOMIC, SOCIAL AND CULTURAL RIGHTS, INCLUDING HEALTH RIGHTS, DISCRIMINATION AGAINST MARGINALIZED AND PEOPLE WITH DISABILITIES</b>		
<b>5-year outcomes</b>	<b>Key Strategies</b>	<b>KPI</b>
General improvement in situation of access by disadvantaged and marginalized groups to economic, social and cultural rights; and general improvement on issues related to SOGI.	Roundtable on ESC rights with NGOs and other stakeholders	Roundtables produce action plans with KPIs
	Work with NGOs in urban poverty alleviation field to ensure no evictions without notice or no rehabilitation come to an end.	No evictions without notice and No rehabilitation come to an end
	Work with relevant NGOs to monitor five year annual development plan of GOB	Poverty reduced and livelihood of disadvantaged and marginalised groups improved
	Develop effective relationship with the SOGI communities to create an enabling environment to protect their human rights.	Focus group discussion, produce action plan and advocacy with the government and other stakeholders to reduce stigma.
Health and human rights exercised on a non-discriminatory basis	Roundtable with NGOs and other stakeholders working on right to health and human rights.	Roundtables produce action plans with KPIs
	Work with authorities to ensure implementation of the right to health in government policies and plans such as: the development of health institutions; human resources; accessibility and availability; resource distribution; rural-urban and gender disparities; access for minorities	Comprehensive Implementation Plan developed and implemented
	Issue based MOU with NGOs working to establish equal access to the GoB health services and to ensure health and human rights of the sexual minority population.	MOU done with a number of NGOs and implemented
General improvement in the eradication of begging and decrease in the number of beggars.	Work with GO and NGO's in the urban areas to detect number of beggars and address the reasons for begging with a view to eradicating the practice	Numbers of beggars detected and decrease of begging taken place
General awareness raised about	Roundtable with key disability	Roundtables produce action

rights of people with disabilities. Discrimination highlighted and action taken.	NGOs and other stakeholders	plans with KPIs
	Work with authorities to ensure access to mainstream primary education for children with disabilities	Complaints of discrimination in education reduced
	Work with authorities to address issue of access to buildings for people with disabilities, including noncompliance with existing laws	Complaints of discrimination in access to buildings reduced
	Work with GO and NGO's to accelerate withdrawal of reservations on Article 2 of ICESCR	Dialogues, seminars, roundtables. Reservation withdrawn.

### 3. FULL AND PROMPT IMPLEMENTATION OF THE CHITTAGONG HILL TRACTS (CHT) ACCORD FOCUSING ON LAND RIGHTS

5-year outcome	Key Strategies	KPI
Chittagong Hill Tracts Accord honoured and fully implemented	Coordination with relevant authorities and stakeholders for Implementation of the CHT Accord and monitoring HR issues and investigating into HRVs	Roundtable produces action plans with KPIs. KPIs indicate improved access to justice for local communities
	Work with authorities, including the Land Commission, to accelerate resolution of long-standing CHT land disputes in consonance with the laws, customs and practices in force in the CHT	Land disputes effectively resolved on a regular basis

### 4. VIOLENCE AGAINST INDIGENOUS, DALIT, ETHNIC AND RELIGIOUS MINORITIES WITH SPECIAL FOCUS ON LAND RIGHTS IN THE PLAIN

5-year outcomes	Key Strategies	KPI
Nationwide recognition of rights of indigenous peoples and ethnic minorities	Roundtable with key indigenous and ethnic minority NGOs	Roundtables produce Action Plans with KPIs
	Work with government to ratify the ILO Convention No. 169 concerning Indigenous and Tribal Peoples	ILO Convention ratified
	Work with government to support UN Declaration on the Rights of Indigenous Peoples	Support announced within one year
	Work with authorities to ensure	Constitutional recognition of

	rights of indigenous peoples and minorities protected by Constitution or legislation	rights of indigenous people and effective implementation of new and existing laws
Awareness of rights of religious minorities and Dalits raised and accepted by general population	Roundtable with key indigenous and ethnic minority NGOs and other stakeholders	Awareness and education increased on the rights of the people and on JAMAKON
	JAMAKON to appoint Rapporteur on Dalit rights to make a national study on discrimination on grounds of caste, work and descent	Rapporteur appointed and national study published
	Strong monitoring on the status of existing State commitments formally notified and advocacy for effective implementation	Existing quota for Dalits are maintained and positive discrimination is provided.

## 5. WOMEN EMPOWERMENT, ELIMINATING DISCRIMINATION AGAINST WOMEN & ENDING GENDER-BASED VIOLENCE

5-year outcomes	Key Strategies	KPI
Causes of discrimination clearly identified, relevant state agencies develop reform programmes to eliminate discrimination against women  GBV taken seriously by authorities i.e. police, judges, media and MPs	Support GBV initiatives to be pursued by Bangladesh police	Positive indicators from police KPIs
	Roundtable organised with key stakeholders in working on eliminating discrimination against women to identify where JAMAKON can add value	Action Plan developed and implemented
	Roundtable organised with key stakeholders in GBV field to identify where JAMAKON can add value - GBV Action Plan developed addressing preventive action by authorities on acid attacks, rape, beatings, eviction etc.	Action Plan developed and implemented
	Work with authorities and parliament to ensure Domestic Violence (Protection and Prevention) Act 2010 implemented effectively	Implementation plan developed
	Complaints of violence against women prioritized at JAMAKON in conjunction with Union Parishad, local administration and NGOS; gender sensitive complaints process developed	Significant and improved outcomes in complaints of violence against women
	Media campaign based on	Women freely report

	complaints statistics, including on child marriage , sexual harassment and street harassment	harassment and violence in the form of complaints to JAMAKON
	Legislation and administrative practices reviewed for compliance with international standards on discrimination against women	Reviews completed, reform programme started with agreed KPIs
	Policy advocacy with the GO and NGO's to withdraw CEDAW reservations on Articles 2 and 16.1.c	Reservations withdrawn. Acceleration to adopt uniform family code.
	Work with National Council for Women and Child Development and other authorities and key NGOs on National Woman Development Policy (2011) to identify where JAMAKON can add value	Action Plan for JAMAKON developed and implemented
	Complaints to JAMAKON of discrimination against women prioritised – focus on developing systematic solutions	Increased reporting of discrimination against women
	Media campaign on discrimination against women	Pre and post campaign surveys show significant and progressive increase in awareness and improved attitudes towards discrimination against women
	Monitoring the implementation of GOB initiatives to ensure sexual & reproductive health rights and advising the relevant authorities for necessary development.	Inclusion of sex education in academic curriculum.  Implementation status of GOB circular on protection of menstrual health rights at a number of schools are reviewed and reported for better execution.
	All human rights awareness raising includes issues of discrimination against women.	Pre and post campaign surveys
<b>6. PROTECTION OF CHILD RIGHTS, ELIMINATION OF HAZARDOUS CHILD LABOUR AND PREVENTION OF EARLY AND FORCED MARRIAGE</b>		
<b>5 year outcome</b>	<b>Key Strategies</b>	<b>KPI</b>
Situation of children in relation	Roundtable with NGOs working	Roundtables produce action

to trafficking and child labour improves significantly	on child rights and hazardous child labour, and with other stakeholders	plans with KPIs
	In consultation with child rights, NGOs ensure that JAMAKON's complaints procedures are easily accessible and child-sensitive	Child Friendly Complaints Wing established at JAMAKON
	Educating and mobilizing parents and community members and empowering girls with information, skills and support networks	Formal relation with the GoB agencies developed
	Enhancing the accessibility and quality of formal schooling for girls. Offering economic support and incentives for girls and their families	Situation analysis of drop-out school girls and other obstacles to education done in collaboration with NGOs
	Fostering an enabling legal and policy framework	Legal framework established
	Work with government for removal of reservations to Art 14(1) and Art 21 of CRC and for ratification OP-3 of CRC.	Reservations withdrawn OP- 3 of CRC ratified.
	Work with relevant authorities to implement the United Nations Study on Violence against Children	Action Plan to implement UN Study developed and implemented
	Work with authorities to finalize National Child Labour Policy incorporating effective monitoring mechanism and to implement plan of action to eliminate the worst forms of child labour	Action Plan developed
<b>7. HUMAN TRAFFICKING, SAFE MIGRATION AND DISCRIMINATION AND ABUSE OF MIGRANT WORKERS</b>		
<b>5-year outcome</b>	<b>Key Strategies</b>	<b>KPI</b>
Causes of unsafe migration and trafficking are identified, GoB has developed and adopted policy to ensure safe migration and stop human trafficking	Work with GO, NGOs and NHRIs to map out the issues and causes of unsafe migration and human trafficking	Study to detect hotspots and to identify issues that can be immediately addressed conducted in collaboration with organizations working in the field

	Developing cohesive working modalities between national and international organizations working for the rescue, repatriation and rehabilitation of trafficking victims	Issue-based MoU with relevant stakeholders signed and implemented
	Acceleration of the implementation process of existing laws and policies, and enactment of new legal instruments	Laws are better implemented and rules thereunder are enacted
	Awareness raising to stop unsafe migration and strengthen G2G and B2B cooperation	Workshop and roundtables
	Support the trafficking victims, in cases under trial at different courts.	Significant number of victims supported by JAMAKON, other NHRIs and NGOs.

## 8. IMPEDIMENTS TO ACCESS TO JUSTICE, PARTICULARLY FOR THE POOR

5 year outcome	Key Strategies	KPI
Significantly improved access to justice for the poor	<p>Collaboration, cooperation and coordination with Parliament Members, Judiciary, Law Commission, Relevant Ministries and Department of GOB and partnership with civil society organizations already working on access to justice and with other stakeholders to identify where JAMAKON can add value to current and proposed initiatives</p> <p>Vigorously work with the law faculties and students on empowerment of the poor and their access to justice, organise in-house /residential training programme for the students, TOTs etc. Support street law initiatives.</p>	<p>Roundtables produce action plans with KPIs</p> <p>Training produces lawyers for the poor, street lawyers etc.</p>

<b>9. OCCUPATIONAL, SAFETY , WAGES AND WELFARE INCLUDING TRADE UNION RIGHTS OF THE OF THE GARMENTS WORKERS</b>		
<b>5-year outcome</b>	<b>Key Strategies</b>	<b>KPI</b>
Establish a mechanism to ensure occupational safety, fair wages and social welfare compliance with national and international legal framework and standard practice.	<p>Analysis of the working conditions, trade union, building safety, housing, health and hygiene situation.</p> <p>Compliance with relevant laws and standards.</p> <p>Work with GOB, authorities, civil society and trade union organizations to improve work conditions of garment workers.</p>	<p>Trade union rights and job security established for the workers.</p> <p>Labour laws are implemented, particularly for minimum wages, rest and recreation.</p> <p>Health and hygiene standards are maintained for all with special focus on women.</p>
<b>10. ENSURING THE RIGHT TO EDUCATION</b>		
<b>5-year outcome</b>	<b>Key Strategies</b>	<b>KPI</b>
Significantly improved access to education for disadvantaged, marginalized and minority groups	Roundtable with NGOs working on the right to education and other stakeholders	Roundtables produce action plans with KPIs
	Work with authorities to include human rights education in the official curriculum at all levels of education	Human rights education included in the curriculum at all levels
	Work with authorities to ensure access to education for disadvantaged, marginalized and minority groups	Action plan developed and implemented
<b>11. RIGHT TO FOOD (ENSURING FOOD SECURITY, SAFETY AND NUTRITION ETC.)</b>		
<b>5 year outcome</b>	<b>Key Strategies</b>	<b>KPI</b>
Experience on initial implementation of the Right to Food, lessons learned and cooperation among stakeholders	Adequate and stable supply of safe and nutritious food for women and children in rural areas	Roundtable produce action plans with KPIs
	Purchasing power and access to food increased	Data on number of intervention and results collected
	Roundtable with INGOs and	Laws and Policies adopted

	<p>NGOs on implementation of the standards on right to food.</p> <p>Work with local authorities including UPs to ensure proper execution of social safety net programs.</p> <p>Strong advocacy with GoB and CSOs to develop policy framework to protect right to food.</p> <p>Ensure to farmers their access to land, water, seeds, organic production and institutional credit.</p> <p>Ensure freedom of consumers to choose their own food.</p> <p>Recognition of women farmers' contribution in food production.</p> <p>Ensure adequate nutrition for all particularly women and children.</p>	
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## 12.ADDRESSING CLIMATE CHANGE AND ENVIRONMENTAL JUSTICE

5-year outcome	Key Strategies	KPI
Systematic approach to climate change by government in international negotiations	Roundtable with NGOs working on climate change and the environment and other stakeholders	Roundtables produce action plans with KPIs

## 13.HUMAN RIGHTS OF THE PEOPLE OF CHAR LAND AND NEWLY ACQUIRED TERRITORIES (FORMER ENCLAVES)

5-year outcome	Key Strategies	KPI
Resettlement of newly acquired territories, reduce poverty and hunger of poor people, accredit chars to them, and protect them from climate change.	<p>Resettlement of newly acquired territories.</p> <p>Develop advocacy with GOB to establish a sustainable system to protect the <i>char</i> inhabitants from climate migration and provide social safety coverage.</p>	<p>Settlement of land in a number of Chars and newly acquired territories.</p> <p>Allotment of Khas land to landless people.</p> <p>Mechanism of climate change mitigation for the <i>char</i></p>



		inhabitants.
<b>14.SOCIAL AND RELIGIOUS COHESION AND HARMONY</b>		
<b>5-year outcome</b>	<b>Key Strategies</b>	<b>KPI</b>
Social and Religious Cohesion and Harmony Enhanced	Consultation, Sharing, Survey, Peace Program and Diversity Program	Violence reduced, tolerance enhanced and diversity promoted, mutual understanding developed.
<b>15.RIGHTS OF OLDER PERSONS: LAWS AND POLICIES</b>		
<b>5 year outcome</b>	<b>Key Strategies</b>	<b>KPI</b>
Visible and effective standards and loyal framework set for older persons	Identify the laws and policies that ensures or hinders older persons' rights and their implementation status.	Accelerate the enactment of laws and policies to protect older persons' rights.
	Find out the causes of poverty, violence and abuse and to take specific measures and services.	Improve the living conditions of older persons.
<b>16.RIGHT TO FREEDOM OF EXPRESSION</b>		
<b>5 year outcome</b>	<b>Key Strategies</b>	<b>KPI</b>
JAMAKON's role further strengthened to create a more enabling environment for the right to freedom of expression	Promote different voices, tolerance and inclusiveness	Take some proactive measures by the State to promote and protect the right to freedom of expression
	Address issues that affect the right to freedom of expression	People and Media enjoy ore freedom of expression
	Form alliance, conduct research and policy advocacy with GoB and other relevant stakeholders to create an enabling space	Cases of free thinkers forced into exile are dealt with and their freedom is re-established
	Address resonant cases/killing/harassment for better promotion and protection of freedom of expression	Freedom of expression is better promoted and protected
<b>17.ESTABLISHMENT OF A DATABASE OF HUMAN RIGHTS VIOLATIONS</b>		
<b>5 year outcome</b>	<b>Key Strategies</b>	<b>KPI</b>

Data collection capacity of JAMAKON strengthened	Develop digital data archive system to get easy access	Develop Digital Data Bank
	Document data on the human rights situation and mandate of JAMAKON	Enhance flow of quality information on HR Issues
	Sign MoUs with CSOs and Think Tank organizations to share data and resources	Support JAMAKON to produce evidence based reports and education materials
	Develop Dissemination Strategy	Increase knowledge based sharing among different stakeholders