



# Action Plan

2021 - 2025

## Annex 1



## Annex 1: Results and Resources Framework

### Focus Area 1: Systemic Change to inculcate the culture of human rights

**Goal 1: Increase human rights awareness across the nation through modern technology in delivering awareness programs, trainings and media campaigns**

<i>Results chain → (Strategic Objectives)</i>	<i>KPI (higher level)</i>	<i>Outcomes</i>	<i>Outcome Indicators</i>	<i>Targets/ Baselines / Means of verification and source</i>	<i>SDG mapping</i>
<b>Strategic Objective 1.1:</b> To ensure that HRCM's human rights awareness and community outreach programmes are available to every segment of the society throughout the country, with special focus on remote communities, using Information, Education and Communication (IEC) platforms, traditional and social media, and various forms of modern technology platforms.	Increased accessibility and reach of human rights awareness and training programmes for all.	<b>Outcome 1.1.1:</b> HRCM's human rights outreach programmes are more accessible to every segment of the society, particularly those most vulnerable and marginalised such as PWDs, elderly and those living in remote communities.	# Of targeted outreach programmes designed and delivered for the vulnerable and marginalised communities  # Of individuals from the vulnerable communities (disaggregated by gender)	<i>Target:</i> 3 targeted programmes every year, and at least 2000 individuals supported  <i>Baseline:</i> 58 thematic sessions (2021)  <i>Data sources:</i> HRCM's annual reports, programme reports	<i>Goals 1, 3, 4, 5, 6, 8, 10</i>

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
		<b>Outcome 1.1.2:</b> Information, Education and Communication (IEC) technology is integrated into HRCM's human rights awareness and education programmes, with special attention to address the digital divide, accessibility and connectivity issues.	# And proportion of awareness and advocacy programmes delivered through new technological solutions.	<p><i>Target:</i> 50% of programmes via IEC channels by 2023</p> <p><i>Baseline:</i> 10% (2021)</p> <p><i>Data sources:</i> HRCM's annual reports, programme reports</p>	<i>Goals 4, 5, 16</i>
		<b>Outcome 1.1.3:</b> The public can easily communicate and interact with HRCM through a more interactive website, human rights app, and social media platforms, facilitating timely and effective communication.	# and % of public interactions facilitated through the website, human rights app, etc.	<p><i>Target:</i> 15% increase in interaction through website/media platforms by 2023; 25% increase by 2025</p> <p><i>Baseline:</i> ~10 (2021)</p> <p><i>Data sources:</i> HRCM's annual reports, programme reports</p>	<i>Goals 5, 10, 16</i>

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
<b>Strategic Objective 1.2:</b> To increase the level of human rights awareness in the community on pertinent human rights issues, including, child rights, women's rights, ESC rights such as housing and health, migrant workers' rights, environmental rights, peace and tolerance, etc. which are delivered in a manner that promotes a culture of respect for human rights.	Increased public awareness and respect for human rights, as evident in national surveys (e.g. RSL)	<b>Outcome 1.2.1:</b> The public is more aware of their inalienable human rights and are more empowered to seek remedies if their rights are violated.	% of the public who are aware of and articulate their human rights	<i>Target: 50% by 2025</i>  <i>Baseline: 36.5% (2019) RSL</i>  <i>Data sources:</i> Rights Side of Life, human rights situation analysis reports	<i>Goals 4, 5, 16</i>
		<b>Outcome 1.2.2:</b> Women and young girls are more aware of their rights and are empowered/ able to overcome challenges in seeking remedies when their rights are violated.	# and % of women/ girls who are aware and articulate their human rights	<i>Target: 50% by 2025</i>  <i>Baseline: 38.9% (2019) RSL</i>  <i>Data sources:</i> Rights Side of Life, human rights situation analysis reports, complaints and investigations data	<i>Goals 5, 10</i>

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
<b>Strategic Objective 1.3:</b> To strengthen the delivery of human rights training and capacity development for duty bearers across the country, using more effective and interactive technological solutions, designed to provide higher domains of learning, including skills and attitudinal change.	Improved human rights sensitivity among the duty-bearers and the public.	<b>Outcome 1.3.1:</b> Duty-bearers have a better knowledge and understanding of human rights and their duty to ensure that human rights are respected, protected and fulfilled.	Reduced # and % of cases of neglect and human rights violations perpetrated by or due to failure of duty-bearers.	<p><i>Target: 20% reduction by 2025</i></p> <p><i>Baseline: not measured (2021)</i></p> <p><i>Data sources:</i> Rights Side of Life, human rights situation analysis reports, complaints and investigations data, media monitoring reports</p>	<i>Goal 16</i>

## Focus Area 1: Systemic Change to inculcate the culture of human rights

### Goal 2: Facilitate procedural reform, and implementation of pertinent laws and regulations, in public and private establishments.

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
<b>Strategic Objective 2.1:</b> To ensure that the prevalent laws and regulations at the national level are in compliance with the international human rights standards and norms and guarantees the protection of human rights of everyone in the Maldives.	Number of laws and regulations that are human rights compliant.	<b>Outcome 2.1.1:</b> A human rights compliance mapping of all relevant laws and regulations applicable in the public and private sector is developed, to identify gaps and areas for improvement.	Human rights compliance mapping	<i>Target: mapping completed by 2023</i>  <i>Baseline: none (2021)</i>  <i>Data sources: HRCM's annual reports</i>	<i>Goals 5, 10, 16</i>
		<b>Outcome 2.1.2:</b> HRMC's inputs are provided to all key legislations, policies, regulations and procedures in a timely manner and recommendations are made during drafting or after enactment to identify and address human rights compliance issues.	# and type of recommendations on legislations provided and incorporated	<i>Target: 20% increase by 2025</i>  <i>Baseline: none (2021)</i>  <i>Data sources: HRCM's annual reports</i>	<i>Goals 5, 10, 16</i>

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
		<b>Outcome 2.1.3:</b> Legislative and regulatory reforms in the public and private sector are carried out to improve human rights compliance, in line with the recommendations of HRCM.	# of legislative and regulatory reforms in the public and private sector with human rights compliance	<p><i>Target: a) 30% increase in human rights compliance of public sector regulations</i></p> <p><i>b) 30% increase in human rights compliance of private sector regulations</i></p> <p><i>Baseline: none (2021)</i></p> <p><i>Data sources: HRCM's annual reports</i></p>	Goals 3, 5, 8, 10, 16
<b>Strategic Objective 2.2:</b> To ascertain that the laws and regulations with human rights implications are implemented in public and private establishments in a manner that protects human rights of everyone.	Implementation of laws and regulations are human rights based.	<b>Outcome 2.2.1:</b> Public and private establishments are better governed and empowered to respect human rights in all their undertakings and are more accountable to the public.	Human rights-based approaches used in public and private institutions	<p><i>Target: 20% increase in compliance</i></p> <p><i>Baseline: not measured (2021)</i></p> <p><i>Data sources: HRCM's annual reports, BHR assessment reports</i></p>	Goals 5, 10, 16

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
		<b>Outcome 2.2.2:</b> Increased focus on making recommendations to improved criminal justice system and state care facilities to reduce the number of incarcerations, including the use of alternative sentencing, diversion, early release and the opportunities for rehabilitation and social reintegration.	Reduced number of incarcerations and other forms of state care confinement at the national level and reduction in recidivism	<p><i>Target: 30% reduction in # of incarcerations by 2025</i></p> <p><i>Baseline: none (2021),</i></p> <p><i>Data sources:</i> HRCM's annual reports, NPM prison &amp; custodial reports; NPM annual reports</p>	Goals 5, 10, 16
<b>Strategic Objective 2.3:</b> To strengthen Maldives' international human rights commitment, through advocacy to ratify the remaining core human rights conventions and protocols, and to remove existing reservations to human rights instruments.	Maldives has ratified all core human rights conventions and protocols and removed the existing reservations.	<b>Outcome 2.3.1:</b> Maldives has ratified the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families, and reservations on human rights instruments removed.	Maldives has ratified all core human rights conventions	<p><i>Target: 100% by 2025</i></p> <p><i>Baseline: none (2021)</i></p> <p><i>Data sources:</i> HRCM's annual reports</p>	Goals 5, 10, 16, 17



<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
<b>Strategic Objective 2.4:</b> To strengthen engagement with the private sector in the domain of business and human rights (BHR) with a view to increasing human rights compliance in their operations.	Business enterprises are aware and sensitive about their responsibility to respect human rights.	<b>Outcome 2.4.1:</b> Improved human rights compliance of public and private enterprises, including better protection of rights related to work, employee wellbeing, discrimination and harassment and workplace.	# of businesses with human rights compliance driven operations	<p><i>Target: 20% increase in business compliance with human rights</i></p> <p><i>Baseline: not measured (2021)</i></p> <p><i>Data sources: HRCM's annual reports, BHR assessment reports, BHR program reports</i></p>	Goals 5, 8, 9, 10, 11, 16, 17

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### Goal 3: Establish robust whistle blower protection mechanisms in all institutions in the Maldives by 2025.

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
<b>Strategic Objective 3.1:</b> To strengthen the whistle blower protection mechanism throughout the country, and thereby empowering whistle blowers and guaranteeing their protection, and helping in the promotion of more transparent and accountable governance in both public and private sector organisations.	Increased awareness and a fully entrenched system of whistle blower protection.	<b>Outcome 3.1.1:</b> Whistle-blower Protection Committees are established in all state institutions, which are representative, and gender balanced.	# and % of Whistle-blower Protection Committees and their effective functioning	Target: 100% in state institutions by 2025 Baseline: 45 (2021) Data sources: HRCM's annual reports/ WBPU Annual reports	Goal 16
		<b>Outcome 3.1.2:</b> Gender-responsive working procedures and coordination mechanisms are established and implemented in all Whistle-blower Protection Committees.	Gender-responsive working procedures on whistle-blower protection developed	Target: Yes (2025) Baseline: 2 (2020) Data sources: HRCM's annual reports/ WBPU Annual reports	Goals 5, 10, 16

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
		<b>Outcome 3.1.3:</b> Increased public awareness on whistle blowing and the nature of protection available for whistle blowers.	Level of public awareness on whistle-blower protection	<p><i>Target: 30% of the state institutes/ working population is aware by 2025.</i></p> <p><i>Baseline: 192 (2021)</i></p> <p><i>Data sources:</i> HRCM's annual reports/WBPU Annual reports</p>	Goals 4, 5, 10, 16
<b>Strategic Objective 3.2:</b> To strengthen the internal mechanisms and procedures of the Whistle-blower Protection Unit, including clear procedures, SOPs, and reporting mechanisms.	HRCM's Whistle Blower Protection Unit is augmented and further developed to effectively carry out its legal mandate.	<b>Outcome 3.2.1:</b> Whistle-blower Protection Unit is empowered to manage relevant cases through entrenched internal procedures, reporting, communication and follow-up protocols.	Improved management of the WBPU of HRCM	<p><i>Target: efficiency increased by 50% by 2025</i></p> <p><i>Baseline: none (2021)</i></p> <p><i>Data sources:</i> HRCM's annual reports/ WBPU Annual reports</p>	Goals 4, 5, 10, 16

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### Goal 4: Enhance visibility and public outreach mechanisms to achieve a high standard of community awareness on human rights.

<i>Results chain → (Strategic Objectives)</i>	<i>KPI (higher level)</i>	<i>Outcomes</i>	<i>Outcome Indicators</i>	<i>Targets/ Baselines / Means of verification and source</i>	<i>SDG mapping</i>
<b>Strategic Objective 4.1:</b> To achieve a higher level of visibility, accessibility, public outreach and community engagement in the promotion and protection of human rights, thereby empowering the rights-holders, particularly the most vulnerable and marginalised (especially, women, children, PWDs, migrant workers and people under state care, etc.), to access HRCM's services more effectively.	Increased awareness on human rights and a closer working relationship with various groups of rights-holders.	<b>Outcome 4.1.1:</b> The most disadvantaged and marginalised segments of the Maldivian society (especially, women, children, PWDs, migrant workers and people under state care, etc.), have improved access to HRCM and its services.	Increased level of human rights awareness of the marginalised segments of the Maldivian society: <ul style="list-style-type: none"> <li>• women,</li> <li>• children,</li> <li>• elderly,</li> <li>• PWDs</li> <li>• Migrants</li> </ul>	<p><i>Target:</i></p> <ul style="list-style-type: none"> <li>• Women, 50%</li> <li>• children, 20%</li> <li>• elderly, 20%</li> <li>• PWDs, 20%</li> <li>• Migrants, 20%</li> </ul> <p><i>Baseline:</i> Women, 38.9%</p> <ul style="list-style-type: none"> <li>• Children - not measured</li> <li>• elderly, not measured</li> <li>• PWDs, not measured</li> <li>• Migrants, not measured</li> </ul> <p><i>Data sources:</i> RSL, HRCM annual reports</p>	<i>Goals 1, 2, 3, 4, 5, 10, 11, 16</i>

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
		<b>Outcome 4.1.2:</b> Increased visibility, credibility and accessibility of HRCM to everyone living in the Maldives.	HRCM is seen as more visible and closer to people (public perception)	Target: 90% by 2025 Baseline: 85% (2019) Data sources: Rights Side of Life (2020)	Goal 16
<b>Strategic Objective 4.2:</b> To create a positive outlook on HRCM's work and to increase its public credibility, as covered in the popular and social media platforms as well as in other public discourses.	Improved public perception about HRCM on popular and social media, as in public perception surveys.	<b>Outcome 4.2.1:</b> The public and media portrayal of HRCM is positive and more aligned with the success of its engagement and interventions in promoting and protecting human rights.	Nature of media portrayal of HRCM	Target: 25% increased favourably Baseline: not measured (2021) Data sources: media monitoring reports and RSL	Goal 16
		<b>Outcome 4.2.2:</b> A firm stand is taken by HRCM on core human rights issues and concerns in the country without hesitation and is seen by the public as a bastion of hope for the most vulnerable in the society.	Level of trust the public has on HRCM as evident in public perception surveys	Target: 50% favourable on performance Baseline: 27% (2019) Data sources: HRCM's annual reports; Rights Side of Life (2020)	Goal 16

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
<b>Strategic Objective 4.3:</b> To increase the visibility, accessibility and effectiveness of services provided by the Southern Regional Office (SRO) to everyone living in the region.	HRCM's SRO is increasingly engaged with the community through awareness, advocacy, monitoring and case handling.	<b>Outcome 4.3.1:</b> Southern Regional Office (SRO) is made more visible to people living in the region, with a targeted communication and outreach strategy, and increased engagement with the community through awareness, advocacy, monitoring and case handling.	SRO is more visible and accessible to people in the region	<p><i>Target:</i> 50% increase in visibility in the region</p> <p><i>Baseline:</i> not measured (2021)</p> <p><i>Data sources:</i> Rights Side of Life</p>	Goals 10, 16

## Focus Area 1: Systemic Change to inculcate the culture of human rights

### Goal 5: Establish a cohesive legal mechanism and supporting systems for pertinent redress and protection for human rights violations.

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
<b>Strategic Objective 5.1:</b> To establish, strengthen communicate the legal and procedural arrangements related to redress for the victims of human rights violations.	A comprehensive procedure for affording redress for human rights victims established and publicised.	<b>Outcome 5.1.1:</b> Procedures related to available and enforceable human rights remedies under HRCM's mandate clarified and established.	Nature and type of redress awarded to victims	Target: (variable) Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 5, 6, 7, 8, 10, 16
		<b>Outcome 5.1.2:</b> Victims of human rights violations have a clearer understanding of avenues and procedures to seek redress.	Victims of human rights violations receive redress, (nature and type)	Target: (variable) Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 4, 10, 16
<b>Strategic Objective 5.2:</b> To establish and strengthen procedural arrangements and institutional capacity to award and enforce remedies/ redress for victims of human rights violations, by engaging with and learning from other NHRIs with similar mandates.	Clear procedural rules and arrangements for pertinent redress established at HRCM.	<b>Outcome 5.2.1:</b> Increased cases of redress provided to victims of human rights violations, thereby reducing systemic human rights violations and discrimination.	# and % of cases of successful redress provided by HRCM to victims of human rights violation	Target: 50% success by 2025  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 10, 16

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
		<b>Outcome 5.2.2:</b> Women and children who are victims of GBV, DV, SV, and various forms of discrimination are provided with support and guidance in seeking effective remedies.	# of women and children who are victims of GBV, DV, SV who receive redress and relief	Target: 70% increase in successful cases  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 4, 10, 16
<b>Strategic Objective 5.3:</b> To undertake public inquiries on key human rights issues to identify systemic and structural problems that contribute to human rights violations.	Human rights public inquiries are held on pertinent issues.	<b>Outcome 5.3.1:</b> Systemic human rights violations are investigated more effectively through Public/ National Inquiries undertaken on various contemporary and urgent issue areas.	Systemic human rights issues are understood and addressed.	Target: 2 core systemic issues addressed by 2025 by NI.  Baseline: 1 (2021)  Data sources: HRCM's annual reports	Goals 1, 2, 3, 4, 5, 6, 8, 10, 16
<b>Strategic Objective 5.4:</b> To improve access to justice for all, especially the most vulnerable and marginalised (including women, children, PWDs, migrant workers and people under state care, etc.).	Improved access to justice for everyone in the society, particularly the marginalised and vulnerable.	<b>Outcome 5.4.1:</b> Improved legal aid and administrative support available to victims of human rights violations, particularly, the most vulnerable.	# of legal aid interventions	Target: 20% increase in interventions  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 1, 2, 3, 4, 5, 6, 8, 10, 16



<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
		<b>Outcome 5.4.2:</b> HRCM is engaged more effectively with the justice system to ensure victim support, through amicus curia briefs in relevant human rights cases, and through court monitoring.	# access to justice improved and available to victims	<p><i>Target: 50% increase in success rates for victims seeking support.</i></p> <p><i>Baseline: none (2021)</i></p> <p><i>Data sources:</i> HRCM's annual reports</p>	Goals 1,2, 3, 4, 5, 6, 8, 10, 16

## Focus Area 1: Systemic Change to inculcate the culture of human rights

### Goal 6: Prevention of torture and other cruel, inhuman or degrading treatment or punishment

<i>Results chain → (Strategic Objectives)</i>	<i>KPI (higher level)</i>	<i>Outcomes</i>	<i>Outcome Indicators</i>	<i>Targets/ Baselines / Means of verification and source</i>	<i>SDG mapping</i>
<b>Strategic Objective 6.1:</b> To strengthen the National Preventive Mechanism, through increased awareness and capacity of relevant stakeholders, improved coordination and timely implementation of recommendations.	Reduction in all forms of torture and other cruel, inhuman or degrading treatment or punishment.	<b>Outcome 6.1.1:</b> Strengthened monitoring of all relevant state and private care facilities, ensuring their compliance with the international and national standards, thereby reducing all forms of torture and other cruel, inhuman or degrading treatment or punishment.	Reduced cases of torture in state care	<p><i>Target:</i> 70% reduction by 2025</p> <p><i>Baseline:</i> 7% of torture cases (2021) out lodged cases to ID identified through NPM trips (2 prison &amp; 2 custodial visit reports of 2021)</p> <p><i>Data sources:</i> HRCM's annual reports, NPM Annual reports</p>	Goals 4, 10, 16, 17

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
		<b>Outcome 6.1.2:</b> Improved monitoring and follow-up of all NPM recommendations, through more effective stakeholder and public engagement.	Increased recommendation implementation rates	<i>Target: 50% increase in implementation by 2025</i>  <i>Baseline: 20% (2021) – based on 13NPM monitoring visit and 2 follow-up visit reports of 2021</i>  <i>Data sources: HRCM's annual reports, NPM monitoring reports</i>	Goals 5, 10, 16, 17
		<b>Outcome 6.1.3:</b> The public and duty-bearers are more aware of the state duty to prevent torture, and the mandate of HRCM/ NPM.	Increased awareness of the public and duty bearers on the role of NPM/ HRCM	<i>Target: 50% increase in awareness by 2025</i>  <i>Baseline: none (2021)</i>  <i>Data sources: HRCM's annual reports, NPM monitoring reports</i>	Goals 5, 10, 16

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
		<b>Outcome 6.1.4:</b> Enhanced technical and professional capacity of NPM.	NPM's technical capacity improved	<p><i>Target: 30% increase in capacity to monitor places of detention, where people are deprived of their liberty</i></p> <p><i>Baseline: Not measured (2021)</i></p> <p><i>Data sources: HRCM's annual reports, NPM annual reports</i></p>	Goals 5, 10, 16
<b>Strategic Objective 6.2:</b> To strengthen reporting mechanisms and investigation of torture related cases by incorporating technology and modern forensic analyses procedures and stronger inter-departmental linkages within HRCM.	Improved reporting and follow-up mechanisms for torture related cases.	<b>Outcome 6.2.1:</b> Improved follow up of cases investigated under the Anti-Torture Act and their recommendations through more effective stakeholder engagement.	# of cases of follow up under ATS	<p><i>Target: 20% increase in follow up by 2025</i></p> <p><i>Baseline: Not measured (2021)</i></p> <p><i>Data sources: HRCM's annual reports, NPM annual reports</i></p>	Goals 5, 10, 16

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
		<b>Outcome 6.2.2:</b> Coordination and data sharing between NPM and ATS strengthened to address gaps in torture prevention mechanism and monitoring.	Improved data sharing and coordination between NPM and ATS	<p><i>Target: data protocols established by 2023.</i></p> <p><i>Baseline: Not measured (2021)</i></p> <p><i>Data sources: HRCM's annual reports, NPM annual reports; updated ATS information drive (2021)</i></p>	Goals 5, 10, 16

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### Goal 7: Monitor and review the progress of work related to human rights

Results chain → (Strategic Objectives)	KPI (higher level)	Outcomes	Outcome Indicators	Targets/ Baselines / Means of verification and source	SDG mapping
<b>Strategic Objective 7.1:</b> To strengthen the human rights monitoring, follow-up and reporting mechanism for addressing systemic human rights violations in the Maldives.	Human rights monitoring reports and implementation status.	<b>Outcome 7.1.1:</b> Systemic human rights violations are identified on a timely manner and addressed through unequivocal recommendations, follow-up and engagement with the relevant state agencies.	Reduced systemic human rights violations	Target: 30% reduction in systemic violation cases by 2025  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 1,2, 3, 4, 5, 6, 8, 10, 16
		<b>Outcome 7.1.2:</b> Election monitoring is strengthened to include pre-election, during the election and post-election monitoring and engagement with relevant agencies.	# of election monitoring undertaken	Target: (variable)  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 1,2, 3, 4, 5, 6, 8, 10, 16
		<b>Outcome 7.1.3:</b> A periodic national level human rights reporting, such as an annual human rights report or human rights brief, with special emphasis on women's enjoyment of human rights and review of the implementation of laws offering greater protection for women, implemented.	Human rights situation reporting	Target: periodic reporting  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 1,2, 3, 4, 5, 6, 8, 10, 13, 16, 17

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
<b>Strategic Objective 7.2:</b> To ensure that a system of proper and timely reporting of the human rights situation to the international human rights system, including the UN treaty bodies, special procedures, and the UPR process.	Regular reporting to the UN human rights system.	<b>Outcome 7.2.1:</b> Periodic human rights reporting /shadow reporting to the UN human rights system is more structured and carried out on a timely manner.	Shadow reporting undertaken regularly and on a timely manner	Target: on time reporting  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 16, 17
		<b>Outcome 7.2.2:</b> Improved monitoring and publicisation of the status of implementation of recommendations given to Maldives by the international human rights system (including UPR and treaty body recommendations).	Recommendation implementation monitored	Target: full monitoring and public access on monitoring data  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 16, 17

## Focus Area 1: Systemic Change to inculcate the culture of human rights

### Goal 8: Lead in human rights related studies

Results chain → (Strategic Objectives)	KPI (higher level)	Outcomes	Outcome Indicators	Targets/ Baselines / Means of verification and source	SDG mapping
<b>Strategic Objective 8.1:</b> To effectively map the human rights landscape of the Maldives, through continuous, systematic and structured human rights research, carried out in collaboration with relevant national and international partners.	Level of human rights research feeding into policy recommendations - evidence-based policy development.	<b>Outcome 8.1.1:</b> Human rights research activities are more structured and focussed on relevant thematic areas and target groups, with special emphasis on children, gender, disability, migrant workers, mental health, climate change, environment and human rights, extremism and its impact on human rights.	# and type of human rights research outputs	Target: 20% increase in human rights research output  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 1,2, 3, 4, 5, 6, 8, 10, 13, 16
		<b>Outcome 8.1.2:</b> Human rights research activities are used more effectively to capture progress over time, using more robust baselines and data indicators.	Baselines on key human rights issues established	Target: baselines established by 2023  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 1,2, 3, 4, 5, 6, 8, 10, 13, 16
		<b>Outcome 8.1.3:</b> Gender-sensitive human rights data are used more widely using structured data analysis and data management protocols.	Gender disaggregated and gender-sensitive data and indicators	Target: 20% increase in data, validity and reliability  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 5, 16



<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
		<b>Outcome 8.1.4:</b> Human rights situation and structural barriers to effective realisation of human rights are captured on a timely manner through situation analysis and rapid assessments on relevant areas.	# of situation analysis reports # of human rights issues identified	<i>Target: 15% increase in data on human rights issues</i>  <i>Baseline: none (2021)</i>  <i>Data sources: HRCM's annual reports</i>	Goals 1,2, 3, 4, 5, 6, 8, 10, 13, 16
		<b>Outcome 8.1.5:</b> Human rights research capacity of HRCM is improved, with support and partnership with relevant national and national partners such as the academia and research consultants.	# of staff trained on human rights research capacity	<i>Target: 50% increase in knowledge uptake on research for HRCM staff</i>  <i>Baseline: none (2021)</i>  <i>Data sources: HRCM's annual reports</i>	Goal 16
<b>Strategic Objective 8.2:</b> To strengthen the process of dissemination and publicizing of the findings of human rights research and public inquiries.	Findings and recommendations of HRCM's research and inquiries are widely disseminated.	<b>Outcome 8.2.1:</b> All research and inquiry reports are published on time, without unnecessary delay, and encouraged to be widely discussed and debated among the public and policymakers.	Timely publication and dissemination of research reports	<i>Target: improved system of dissemination by 2025</i>  <i>Baseline: none (2021)</i>  <i>Data sources: HRCM's annual reports</i>	Goal 16
		<b>Outcome 8.2.2:</b> Establishing an effective mechanism for dissemination of research data to the public and the vulnerable groups.	More effective dissemination of HRCM's research data	<i>Target: improved system of dissemination by 2025</i>  <i>Baseline: none (2021)</i>  <i>Data sources: HRCM's annual reports</i>	Goals 1, 5, 16

## Focus Area 2: Exemplary National Human Rights Institution (NHRI)

### Goal 9: Conduct effective investigations within 90 days, through modern technology and forensic science.

Results chain → (Strategic Objectives)	KPI (higher level)	Outcomes	Outcome Indicators	Targets/ Baselines / Means of verification and source	SDG mapping
<b>Strategic Objective 9.1:</b> To establish a robust and technology-driven system of human rights complaints handling and investigation at HRCM, that would speed up the investigation process and thereby providing better protection for victims of human rights violation.	All human rights investigations are concluded within a 90-day timeframe.	<b>Outcome 9.1.1:</b> Complaints handling, and investigation procedures are updated, technology-embedded, informed by forensic science, and aligned with the international good practice.	Updated complaints handling, and investigation procedures	Target: by 2022 Baseline: none (2021) Data sources: HRCM's annual reports	Goals 1,2, 3, 4, 5, 6, 8, 10, 13, 16
		<b>Outcome 9.1.2:</b> Complaints Management System is modernised, allowing for case triaging, filtering and effective record keeping.	Speed and effectiveness of CMS improved / speed of case completion/ closure	Target: 35% improvement in case investigation Baseline: none (2021) Data sources: HRCM's annual reports	Goals 1,2, 3, 4, 5, 6, 8, 10, 13, 16
		<b>Outcome 9.1.3:</b> Wider dissemination of complaints handling process to the public along with emphasis on sharing success stories.	Level of public awareness of complaints handling process	Target: 40% increase in awareness Baseline: none (2021) Data sources: HRCM's annual reports	Goals 1,2, 3, 4, 5, 6, 8, 10, 13, 16

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
<b>Strategic Objective 9.2:</b> To enhance the access to and capacity of HRCM to use forensic technology in the investigation of human rights violations, through technical cooperation and support of relevant national and international agencies and partners.	Increased use of forensic science and technology in investigations.	<b>Outcome 9.2.1:</b> Increased access, capacity and use of forensic science and technology in investigations to improve the outcomes of investigations.	Improved investigations of complaints – number of cases concluded successfully	Target: 30% increase in successful case closure by 2025  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 1, 2, 3, 4, 5, 6, 8, 10, 13, 16
		<b>Outcome 9.2.2:</b> Human rights investigation capacity is enhanced through recruitment, targeted training, exposure and technical support from relevant fields of expertise, with focus on forensic science, technology and advanced investigation techniques.	# of staff and level of human rights investigation competence	Target: 100% of staff  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 1, 2, 3, 4, 5, 6, 8, 10, 13, 16, 17

## Focus Area 2: Exemplary National Human Rights Institution (NHRI)

### Goal 10: Establish robust mechanism for compensation for victims of human rights violations

Results chain → (Strategic Objectives)	KPI (higher level)	Outcomes	Outcome Indicators	Targets/ Baselines / Means of verification and source	SDG mapping
<b>Strategic Objective 10.1:</b> To ensure a sound regulatory framework and institutional mechanism are in place to provide effective compensation (civil damages) for victims of human rights violations.	Victims of human rights violations are adequately and effectively compensated.	<b>Outcome 10.1.1:</b> The public, in particular, the most vulnerable and marginalised members of the society (including women, children, PWDs, migrant workers and people under state care, etc.), is made aware of the forms of compensation available for victims of human rights violations.	Level of public awareness on victim compensation	Target: 30% increase in knowledge by 2025 Baseline: Not measured (2021) Data sources: Rights Side of Life	Goals 1, 2, 3, 4, 5, 6, 8, 10, 13, 16
		<b>Outcome 10.1.2:</b> The criteria, bases and procedures to be followed while providing compensation, including necessary legal and administrative arrangements for enforcement are made.	Procedures and criteria for victim compensation published	Target: completed and published by 2022 Baseline: none (2021) Data sources: HRCM's annual reports	Goals 1, 2, 3, 4, 5, 6, 8, 10, 13, 16
		<b>Outcome 10.1.3:</b> HRCM's internal procedures and capacity (including paralegal and technical knowledge and skills) are upgraded to effectively address cases in which victim compensation is to be afforded.	Internal procedures for enforcing victim compensation established	Target: completed and published by 2022 Baseline: none (2021) Data sources: HRCM's annual reports	Goals 1, 2, 3, 4, 5, 6, 8, 10, 13, 16

## Focus Area 2: Exemplary National Human Rights Institution (NHRI)

### Goal 11: Build and sustain strong alliances with civil society and international organizations, in research, monitoring and inspections

Results chain → (Strategic Objectives)	KPI (higher level)	Outcomes	Outcome Indicators	Targets/ Baselines / Means of verification and source	SDG mapping
<b>Strategic Objective 11.1:</b> To strengthen HRCM's partnerships and collaboration with the civil society organisations, human rights defenders, academia and international partners including other NHRIs, to facilitate improved technical support in the areas of human rights research, monitoring and inspection activities.	A strong alliance with civil society, human rights defenders and international stakeholders established.	<b>Outcome 11.1.1:</b> Technical support and cooperation received from relevant national and international partners in specific areas of cooperation, such as research, monitoring and capacity development.	# of MOUs signed with relevant partners  Level and type of technical support received from partners	<i>Target:</i> increased collaboration and partnership with relevant partners by 2025  <i>Baseline:</i> none (2021)  <i>Data sources:</i> HRCM's annual reports	<i>Goals 5, 16, 17</i>
		<b>Outcome 11.1.2:</b> Improved collaboration and participation with the international human rights system, regional associations, UN agencies and other development partners to build a network of support for the work of HRCM.	Increased collaboration with UN and other agencies	<i>Target:</i> (variable) <i>Baseline:</i> none (2021)  <i>Data sources:</i> HRCM's annual reports	

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
		<b>Outcome 11.1.3:</b> Human rights defenders and NGO network strengthened, facilitating improved community level engagement and reporting on human rights issues.	Nature of engagement with human rights defenders and NGO network increased	<i>Target: 100% increase in HRD engagement</i>  <i>Baseline: 4 activities with NGOs, Defenders ToT (2021)</i>  <i>Data sources: HRCM's annual reports, program reports</i>	Goals 5, 16, 17
		<b>Outcome 11.1.4:</b> HRCM stands with NGOs and human rights defenders in situations when they are under threat or attack.	# of public statements HRCM issues on cases of human rights defenders	<i>Target: 20% increase in engagement with the public via statements</i>  <i>Baseline: none (2021)</i>  <i>Data sources: HRCM's annual reports</i>	Goals 5, 16, 17

## Focus Area 2: Exemplary National Human Rights Institution (NHRI)

### Goal 12: Achieve A Status NHRI and be fully compliant with the Paris Principles.

Results chain → (Strategic Objectives)	KPI (higher level)	Outcomes	Outcome Indicators	Targets/ Baselines / Means of verification and source	SDG mapping
<b>Strategic Objective 12.1:</b> To elevate HRCM to an "A" status NHRI, fully compliant with the Paris Principles.	HRCM is accredited as an A status NHRI, by the Sub Committee on Accreditation - GANHRI.	<b>Outcome 12.1.1:</b> Existing hindrances for HRCM to achieve full compliance with the Paris Principles addressed, through changes in the legislation and through enhancing performance, credibility and acceptance.	HRCM Act amended and required changes to regulations brought to align with the Paris Principles requirements	Target: by 2023 Baseline: none (2021)  Data sources: HRCM's annual reports	Goal 16
		<b>Outcome 12.1.2:</b> HRCM is accredited with "A" status by the Sub Committee on Accreditation (SCA) of the Global Alliance of National Human Rights Institutions (GANHRI).	HRCM is given "A" accreditation by GANHRI-SCA	Target: A accreditation by 2024 Baseline: none (2021)  Data sources: HRCM's annual reports; GANHRI-SCA report/ certificate	Goal 16

### Focus Area 3: Organisational excellence

## Goal 13: Establish mechanisms to ensure effective and efficient delivery of our services to citizens and foreigners within the Maldivian territory.

Results chain → (Strategic Objectives)	KPI (higher level)	Outcomes	Outcome Indicators	Targets/ Baselines / Means of verification and source	SDG mapping
<b>Strategic Objective 13.1:</b> To strengthen the internal mechanisms, procedures and processes of HRCM to facilitate exceptional and efficient service delivery to everyone in the Maldives.	HRCM's services are available and accessible to Maldivians and foreigners who are resident in the country.	<b>Outcome 13.1.1:</b> A full review of the administrative procedures and processes carried out to identify areas for efficiency gains.	Administrative process review	Target: completed by 2022  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 5, 8, 10, 16
		<b>Outcome 13.1.2:</b> Annual reviews of service provision, access and quality are carried out to identify and address service gaps and to improve access of HRCM to everyone living in the Maldives.	Annual service reviews done to identify areas for improvement	Target: 15% improvement in service efficiency  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 5, 8, 10, 16
		<b>Outcome 13.1.3:</b> Improved diversity of staff, including gender-balance, representation from the PWD community, as well as procedures to serve the disadvantaged communities.	Level of staff diversity (disaggregated by gender, disability)	Target: achieve gender balance  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 5, 8, 10, 16



<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
<b>Strategic Objective 13.2:</b> To improve decentralised service delivery to ensure that everyone has easy and timely access to HRCM, by strengthening existing systems and use of technological solutions.	Improved serviced decentralisation.	<b>Outcome 13.2.1:</b> Resources and capacity of the Southern Regional Office (SRO) is improved, with clear mandates/roles, to enhance its accessibility and service delivery to the people living in the region.	# of activities undertaken by SRO in the region.	Target: 20% increase in SRO's visibility in the region  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 5, 8, 10, 16
		<b>Outcome 13.2.2:</b> Service delivery to the people in the northern region of the country expanded through decentralised service.	# of decentralised services delivered to the people of the northern region	Target: Northern Regional Office established  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 5, 8, 10, 16
		<b>Outcome 13.2.3:</b> HRCM's services and support are more accessible to PWDs and migrant workers, including physical accessibility, sign language, and translation services.	# and % of services targeted for PWDs and migrants	Target: 20% increase in service delivery to target groups  Baseline: not measured (2021)  Data sources: HRCM's annual reports	Goals 5, 8, 10, 16

### Focus Area 3: Organisational excellence

**Goal 14: Streamline organization structure for good governance and foster greater access to our services across the Maldives via modern technology.**

<i>Results chain → (Strategic Objectives)</i>	<i>KPI (higher level)</i>	<i>Outcomes</i>	<i>Outcome Indicators</i>	<i>Targets/ Baselines / Means of verification and source</i>	<i>SDG mapping</i>
<b>Strategic Objective 14.1:</b> To modernise the organisational structure and hierarchy, as well as the governance system, to minimise bureaucracy and gain efficiency through the utilisation of modern technology and connectivity.	Increasing use of modern technological solutions and good governance practices.	<b>Outcome 14.1.1:</b> Improved inter-departmental coordination, information flow, knowledge management and resource sharing within HRCM.	Inter-departmental coordination structure established	Target: by 2023 Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 5, 8, 9, 10, 16
		<b>Outcome 14.1.2:</b> Technological and software solutions are effectively used to improve service speed and quality.	Speed and quality of workflow	Target: 10% improvement y/y Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 5, 8, 9, 10, 16
		<b>Outcome 14.1.3:</b> The culture of performance, accountability, transparency and trust among all commissioners and staff strengthened.	Performance indicators (performance appraisal scores, achieving work plan targets)	Target: 15% increase in overall performance Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 5, 8, 9, 10, 16

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
<b>Strategic Objective 14.2:</b> To establish clear guidelines which delineate the mandates and functions of HRCM vis-à-vis other independent institutions where overlaps do exist and clarify those through bilateral engagement.	Clarity of HRCM's mandate and possible overlaps with other state institutions.	<b>Outcome 14.2.1:</b> Further clarity of HRCM's mandate and possible overlaps with other state institutions through engagement and clear guidelines on referral procedures.	Reduction in the number of issues of overlap with other institutions	<i>Target: 10% reduction in issues of overlap/ conflicts with other institutions</i>  <i>Baseline: none (2021)</i>  <i>Data sources:</i> HRCM's annual reports	Goals 5, 8, 9, 10, 16

### Focus Area 3: Organisational excellence

**Goal 15: Establish policies, procedures and practices to ensure the institution is adequately staffed with qualified and competent employees.**

<i>Results chain → (Strategic Objectives)</i>	<i>KPI (higher level)</i>	<i>Outcomes</i>	<i>Outcome Indicators</i>	<i>Targets/ Baselines / Means of verification and source</i>	<i>SDG mapping</i>
<b>Strategic Objective 15.1:</b> To establish an effective human resource management system at HRCM to identify the staff requirements, training needs, performance and promotional requirements, in order to optimise organisational efficiency.	A modern system of human resource management implemented.	<b>Outcome 15.1.1:</b> Existing human resource management policies and procedures are reviewed and updated to align with the organisational needs.	Updated human resource management policies and procedures	<i>Target: by 022</i> <i>Baseline: none (2021)</i> <i>Data sources:</i> HRCM's annual reports	Goals 8, 9, 16
		<b>Outcome 15.1.2:</b> Human Resource Management functions are fully automated through an Enterprise Resource Management solution, or any other form of standardised systems solution.	Automated HRM functions	<i>Target: established by 2023</i> <i>Baseline: none (2021)</i> <i>Data sources:</i> HRCM's annual reports	Goals 8, 9, 16

### Focus Area 3: Organisational excellence

#### Goal 16: Establish mechanisms to motivate and continuously develop employees of the commission.

Results chain → (Strategic Objectives)	KPI (higher level)	Outcomes	Outcome Indicators	Targets/ Baselines / Means of verification and source	SDG mapping
<b>Strategic Objective 16.1:</b> To increase staff productivity across all departments, through systematic and targeted training, capacity development, performance appraisal, opportunities for career progression, and knowledge management processes.	Improved overall productivity of staff.	<b>Outcome 16.1.1:</b> Staff of HRCM have the required knowledge, skills and competencies to effectively carry out their work.	# of staff who have acquired higher level skills; and improved work output	Target: 15% improvement in work output  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 5, 8, 9, 16
		<b>Outcome 16.1.2:</b> A more dynamic and engaging work culture is created at HRCM, that helps all staff to maintain a high morale, performance, accountability and team spirit, thereby reducing staff turn-over.	Staff retention rate; Reduced number of burnouts and internal grievance	Target: 10% improvement y/y  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 5, 8, 9, 16
		<b>Outcome 16.1.3:</b> A robust system of on-the-job learning, mentoring and guidance, based on needs evident through research, established.	Improved performance and output	Target: 15% improvement in work output  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 5, 8, 9, 16

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
<b>Strategic Objective 16.2:</b> To ensure a clearly set of policies and rules related to staff well-being, grievance mechanisms and awareness and reporting mechanisms on sexual harassment and sexual exploitation and abuse are in place and effectively implemented.	Staff wellbeing is given utmost priority at HRCM.	<b>Outcome 16.2.1:</b> Staff wellbeing is enhanced, with opportunities to address grievances in a non-threatening environment.	Level of work satisfaction (as evident in staff satisfaction surveys)	<i>Target: 20% improvement staff satisfaction y/y</i>  <i>Baseline: none (2021)</i>  <i>Data sources:</i> HRCM's annual reports	Goals 5, 8, 9, 16

### Focus Area 3: Organisational excellence

#### Goal 17: Utilize the potential of ICT to modernize and innovate operations of HRCM.

Results chain → (Strategic Objectives)	KPI (higher level)	Outcomes	Outcome Indicators	Targets/ Baselines / Means of verification and source	SDG mapping
<b>Strategic Objective 17.1:</b> To obtain and optimise the use of ICT and other relevant technological solutions in an integrated manner that can facilitate organisational efficiency and service delivery to everyone in the country.	ICT-based solutions are implemented internally, allowing easier access for the public.	<b>Outcome 17.1.1:</b> Integrated ICT solutions are incorporated into the governance and functions of HRCM.	Core functions are software based, with smoother workflow	<i>Target: 20% efficiency gain through software solutions</i>  <i>Baseline: none (2021)</i>  <i>Data sources: HRCM's annual reports</i>	Goals 5, 8, 9, 16
		<b>Outcome 17.1.2:</b> All relevant services to the public are made available through the website and other technological solutions, reducing existing accessibility challenges.	# of services available to the public through the website and other technology solutions	<i>Target: all key services available through website and other technology solutions</i>  <i>Baseline: none (2021)</i>  <i>Data sources: website, social media applications,</i>	Goals 5, 8, 9, 16

<b>Results chain → (Strategic Objectives)</b>	<b>KPI (higher level)</b>	<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Targets/ Baselines / Means of verification and source</b>	<b>SDG mapping</b>
		<b>Outcome 17.1.3:</b> Productivity-enhancing technologies are employed to allow for remote and flexible working arrangements across the HRCM, with special focus on supporting women.	# of flexible work arrangements # staff productivity	Target: 5% uptake of flexible work arrangements  Baseline: none (2021)  Data sources: HRCM's annual reports	Goals 5, 8, 9, 16