Action Plan

2021 - 2025

Annex 2

Annex 2: Action Matrix

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

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 1.1.1.1: Conduct extensive and targeted human rights awareness campaigns on specific segments of the society, such as children, elderly, women, PWDs and migrant workers.	# of individuals (disaggregated by gender, nationality and age groups) provided with targeted human rights awareness sessions	*Target:* 2000 (per year 2022-2025) *Baseline: 58 thematic sessions,* (2021) *Data sources:* HRCM's annual reports, programme reports	SAP Sectors 1.5, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3, 3.4, 4.1, 4.2, 4.7, 5.5, 5.6	AD Supported by: All departments	2021: - 2022: 20,000 2023: 20,000 2024: 20,000 2025: 20,000		*	*	*	*
Activity 1.1.1.2: Publish and disseminate human rights knowledge through children's books using simple language appropriate for young children, including using platforms such as Asia Foundation's "Let's Read" website.	# of human rights children's books published on different platforms	*Target:* 5 books (by 2025) *Baseline:* 0 (2021) *Data sources:* HRCM's annual reports; data from reading platforms	SAP Sectors 2.2, 2.4, 3.1, 4.8, 4.9, 5.6	AD Supported by: LPD, RMD	2021: - 2022: 2023: 20,000 2024: 20,000 2025: 20,000			*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 1.1.1.3: Creating awareness via different social media platforms on the most pressing and common human rights issues.	# of human rights posts on social media and its reach or impressions	*Target:* 60 social media posts per year, impressions plus reach 400000. *Baseline: In general Facebook 152 posts, Twitter 543, Instagram 73, Impressions plus reach 798,790 (2021) (2021)* *Data sources:* Social media engaging monitoring tools	SAP Sectors 1.5, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3, 3.4, 4.1, 4.2, 4.7, 5.5, 5.6	AD Supported by: all departments	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 1.1.1.4: Develop social media based human rights campaigns with accessibility features for PWDs, including sign language videos, voice over and screen reader facilities, and consisting of bite-size human rights messages.	# of PWD accessible human rights messages developed and disseminated on social media	*Target:* 10 social media posts per year 20 *Baseline:* 9 (2021) *Data sources:* social media analytics	SAP Sectors 2.2, 2.4, 4.8, 5.5, 5.6	AD Supported by: LPD, RMD	2021: - 2022: 10,000 2023: 10,000 2024: 10000 2025: 10,000		*	*	*	*
Activity 1.1.1.5: Educational messages targeted to children with disability are delivered through school based human rights clubs.	# and proportion of targeted messages for children with disabilities delivered through schools/ human rights clubs	*Target:* 5 activities with at least 20 children per year *Baseline:* 0 (2021) *Data sources:* HRCM's annual reports; social media analytics	SAP Sectors 2.2, 2.4, 3.1, 4.8, 4.9, 5.5, 5.6	AD Supported by: LPD, RMD, SRO	2021: - 2022: 2,000 2023: 3,000 2024: 3,000 2025: 4,000		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 1.1.1.6: Use of Viber communities (Human Rights Viber Communities) at island levels in collaboration with councils, WDCs and island based CSO to increase outreach.	# of people reached through Viber Communities (disaggregated by gender)	*Target:* 500 people reached through Viber Community per year *Baseline:* none (2021) *Data sources:* Outreach sheets, interaction data from Viber Community	SAP Sectors 2.2, 2.4, 3.1, 4.8, 4.9, 5.5, 5.6	AD Supported by: all departments	2021: - 2022: 1,000 2023: 1,000 2024: 1,000 2025: 1,000		*	*	*	*
Activity 1.1.2.1: Conduct online human rights awareness programmes for schoolteachers and academic staff of higher education institutions.	a) # of online human rights programmes conducted for teachers b) # of teachers participated (gender disaggregated)	*Target:* a) 4 programmes delivered; b) 100 teachers (gender-balanced) trained every year by 2025 *Baseline:* 1 (2021) *Data sources:* HRCM's annual reports; data from learning platform	SAP Sectors 2.2, 2.3, 2.4, 4.8, 4.9, 5.5, 5.6	AD Supported by: LPD, RMD, SRO	2021: - 2022: 30,000 2023: 5,000 2024: 2,000 2025: 2,000		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 1.1.2.2: Develop online micro-learning courses (on platforms such as EdApp) on thematic human rights areas that can be accessible to the public and to targeted institutions.	a) # of human rights short courses made available to the public and facilitated by HRCM b) # of people who completed the online short courses on human rights (gender disaggregated)	*Target:* a) 5 online courses for the public by 2025; b) 500 people (women, men) complete the course each year *Baseline:* 1 (2021) b. 283 (2021) *Data sources:* HRCM's annual reports, data from learning platforms	SAP Sectors 2.2, 2.3, 2.4, 4.8, 4.9, 5.5, 5.6	AD Supported by: LPD, RMD, ID	2021: - 2022: - 2023: 100,000 2024: 100,000 2025: 100,000			*	*	*
Activity 1.1.2.3: Continue radio/TV programme on human rights and develop other similar channels of knowledge dissemination.	# of radio/TV programmes on human rights broadcasted every year.	*Target:* 20 programmes per year *Baseline:* 31 programs (2021) *Data sources:* HRCM's annual reports	SAP Sectors 2.2, 2.3, 2.4, 3.1, 4.8, 4.9, 5.5, 5.6	AD Supported by: LPD, RMD, ID, SRO	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 1.1.2.4: Using councils and their public announcement platforms, provide messages on human rights on a regular basis.	# of human rights messages delivered through community-based communication infrastructure # of councils/ islands engaged with	*Target:* a) 10 public messages per year; b) 20 islands per year. *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 2.2, 2.3, 2.4, 3.1, 4.1, 4.8, 4.9, 5.5, 5.6	AD Supported by: LPD, RMD, SRO	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 1.1.3.1: Develop specially designed human rights awareness content for PWDs, using sign language, voice over, screen-reader, etc. and incorporating such features on a human rights app and available on HRCM website.	# of human rights messages developed.	*Target:* 20 messages per year *Baseline:* none (2021) *Data sources:* HRCM's annual reports, website traffic.	SAP Sectors 1.5, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3, 4.8, 4.9, 5.5, 5.6	AD Supported by: LPD, RMD	2021: - 2022: 20,000 2023: 20,000 2024: 20,000 2025: 20,000		*	*	*	*
Activity 1.1.3.2: Include some essential human rights messages in Bangla (and other relevant languages) on HRCM website and social media channels *(Linked to 13.2.3.1)*	# of messages in other languages provided on HRCM website and social media channels # of languages incorporated	*Target:* 20 messages in Bangla and other languages developed by 2025; b) 5 languages incorporated by (2025) *Baseline:* 0 (2021) *Data sources:* HRCM's annual reports, website traffic, social media interactions.	SAP Sectors 1.5, 2.2, 5.4, 5.5, 5.6, 5.7	AD Supported by: LPD, RMD, CAD	2021: - 2022: 2023: 25,000 2024: 25,000 2025: 25,000			*	*	*
Activity 1.1.3.3: Disseminate human rights messages communicating with the public using AI Bots, as well as using bulk SMS.	a) Human rights AI bot developed and deployed in social media b) # of bulk SMS human rights messages sent within a year	*Target:* a) AI bot developed and deployed by 2025; b) 10 bulk SMS messages per year (starting 2023) *Baseline:* none (2021) *Data sources:* HRCM's annual reports; Website/ social media analytics	SAP Sectors 1.5, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3, 4.8, 4.9, 5.5, 5.6	AD Supported by: LPD, RMD, CAD	2021: - 2022: 2023:25,000 2024: 2025:			*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 1.1.3.4: Organise periodic public interactions and discussion forums using common platforms such as Club House.	a) # of Clubhouse human rights sessions b) # of people reached	*Target:* b) 200 people reached by 5 sessions per year (2022-2025) *Baseline:* 0 (2021) *Data sources:* HRCM's annual reports, Clubhouse records	SAP Sectors 1.5, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3, 4.8, 4.9, 5.5, 5.6	AD Supported by: LPD, RMD, SRO, WBPU	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 1.2.1.1: Develop and conduct targeted public advocacy and awareness programmes on children's rights, women's rights, rights of PWDs, migrant workers' rights, civic participation, Islam and human rights, environmental rights, business and human rights, etc.	a) # of thematic human rights awareness programmes conducted and b) # of people women, children, migrant workers recached through the programme.	*Target:* a) 3 thematic progarmmes per year; b) 150 persons per year reached (2023 onwards) *Baseline: 3 thematic programs 21 separate individual programs (2021)Data sources:* HRCM's annual reports	SAP Sectors 1.5, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3, 4.3, 4.8, 4.9, 5.5, 5.6	AD Supported by: LPD, RMD, SRO	2021: - 2022: 30,000 2023: 25,000 2024: 30,000 2025: 25,000		*	*	*	*
Activity 1.2.1.2: Review the national curriculum to identify areas where further emphasis on human rights should be included and make recommendations to the government for consideration on curriculum revision.	Areas for incorporating human rights and civic education in the curriculum identified and recommended	*Target:* complete the curriculum review by 2023 *Baseline: none (2021)* *Data sources:* HRCM annual report; curriculum review report	SAP Sectors 2.2, 2.3, 2.4, 5.5, 5.6	AD Supported by: LPD, RMD	2021: - 2022: 2023: 5,000 2024: 2025:		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 1.2.1.3: Strengthen the work of Human Rights Clubs and promote activities such as Study Camps, Human Rights Quiz, and other forms of learning and engagement.	# of activities students reached through school-based Human Rights Clubs	*Target:* at least 5 Human Rights Club activities per year by 2025. *Baseline:* human rights clubs in some schools with limited activities (2021) *Data sources:* HRCM's annual reports	SAP Sectors 2.2, 2.3, 2.4, 5.5, 5.6	AD Supported by: LPD, RMD, SRO, WBPU	2021: - 2022: 20,000 2023: 20,000 2024: 20,000 2025: 20,000		*	*	*	*
Activity 1.2.1.4: Encourage more schools to establish Human Rights Clubs.	# of new Human Rights Clubs established	*Target:* 100 schools have human rights clubs by 2025 *Baseline:* 25 human rights clubs (2021) *Data sources:* HRCM's annual reports	SAP Sectors 2.2, 2.3, 2.4, 5.5, 5.6	AD Supported by: LPD, RMD, SRO	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 1.2.1.5: Conduct human rights and tolerance programmes targeted at youth to address issues of peace, tolerance and human rights.	# of youth/ adolescents participated in the programmes	*Target:* 200 youth by 2025) *Baseline:* 0 (2021) *Data sources:* HRCM's annual reports	SAP Sectors 2.2, 2.3, 2.4, 5.5, 5.6	AD Supported by: LPD, RMD, SRO	2021: - 2022: 2023: 20,000 2024: 20,000 2025: 20,000			*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 1.2.1.6: Organise roadshows, theatre forums, street theatre, panel discussions, public forums, FGDs etc. to provide awareness on thematic human rights topics and on the work of HRCM to the general public.	# of public events held	*Target:* 4 public events per year *Baseline: 3 events (2021)* *Data sources:* HRCM's annual reports	SAP Sectors 1.5, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3, 4.3, 4.8, 4.9, 5.5, 5.6	AD Supported by: LPD, RMD, SRO	2021: - 2022: 20,000 2023: 20,000 2024: 20,000 2025: 20,000		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 1.2.1.7: Mark and commemorate human rights-related days, including, *inter alia*: • International Women's Day • Children's Day • International Day in Support of Victims of Torture • World Press Freedom Day • International Day of Older Persons • International Day of Sign Language • Zero Discrimination Day • International Day against Violence against Children • International Day against Violence against Women • Women's Day • International Day of Persons with Disabilities • International Migrant Day • World Day against Human Trafficking • Human Rights Day	# of human rights related days commemorated	*Target:* relevant days marked every year *Baseline:* 11 days (2021) *Data sources:* HRCM's annual reports	SAP Sectors 4.1, 4.7, 4.9, 5.5, 5.6	AD/ SRO Supported by: LPD, RMD, ID, NPM, CB, CAD, WBPU	2021: - 2022: 50,000 2023: 50,000 2024: 50,000 2025: 50,000		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 1.2.2.1: Organise school-based Art Competition and video competitions to increase human rights awareness among children and the public, on thematic areas related to gender-equality and women's rights.	# of targeted programmes on gender-equality and women's rights.	*Target:* 1 art/ video competitions by 2023 *Baseline:* 1 competition for HDH. Atoll Schools (2021) *Data sources:* HRCM's annual reports	SAP Sectors 2.2, 4.9, 5.5, 5.6	AD Supported by: LPD, RMD, SRO	2021: - 2022: 2023: 20,000 2024: 2025:			*		
Activity 1.2.2.2: Incorporate human rights badges in badge syllabi of Girl Guides and Boy Scouts.	Human rights badge incorporated to Girl Guides and Boy Scout syllabi.	*Target:* badge incorporated by 2023 *Baseline:* ongoing (2021) *Data sources:* HRCM's annual reports; Girl Guide/ Boy Scout association reports	SAP Sectors 2.2, 4.9, 5.5, 5.6	AD Supported by: LPD, RMD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 1.3.1.1: Review and Include human rights into training curriculum of relevant state agencies	Human rights components incorporated into the training curriculum of relevant agencies.	*Target:* human rights incorporated to at least 3 institutions by 2025 *Baseline:* ongoing (2021) *Data sources:* HRCM's annual reports	SAP Sectors 2.2, 4.9, 5.5, 5.6	AD Supported by: LPD, RMD, SRO	2021: - 2022: 2,000 2023: 2,000 2024: 2,000 2025: 2,000		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 1.3.1.2: Structure and update all human rights training programmes to provide higher domain learning, and incorporate learning impact assessments to identify how the trainees use their knowledge and skills in practice.	a) # of training programmes updated b) # of learning impact assessments done	*Target:* a) reviews completed by 2024; b) continuous learning impact assessments included for all relevant courses. *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 4.8, 4.9, 5.1, 5.4, 5.5, 5.6	AD Supported by: LPD, RMD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 1.3.1.3: Conduct human rights training and awareness programmes for employees of state care facilities.	a) # of training programmes b) # of persons trained (gender disaggregated)	*Target:* a) 10 training programmes by 2025v; b) 150 staff trained by 2025 *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 2.4, 4.8, 4.9, 5.1, 5.4, 5.5, 5.6	AD Supported by: LPD, RMD, SRO, NPM, ID	2021: - 2022: 5,000 2023: 30,000 2024: 40,000 2025: 20,000		*	*	*	*
Activity 1.3.1.4: Conduct awareness programmes with the Employment Tribunal and Labour Relations Authority to address human rights issues faced in employment.	# of participants (gender disaggregated)	*Target:* 100 staff reached by 2023 *Baseline: 0 (2021)* *Data sources:* HRCM's annual reports; training reports	SAP Sectors 4.8, 4.9, 5.1, 5.4, 5.5, 5.6	AD Supported by: LPD, RMD	2021: - 2022: 2023: 10,000 2024: 2025: 10,000		*		*	

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 1.3.1.5: Conduct awareness campaigns targeting media and journalists to be more sensitive on pressing human rights issues in the country.	# of journalists reached (gender disaggregated)	*Target:* 150 journalists reached by 2025 *Baseline:* 139 (2020) *Data sources:* HRCM's annual reports; training reports	SAP Sectors 3.4, 4.8, 4.9, 5.1, 5.4, 5.5, 5.6	AD Supported by: LPD, RMD, SRO, WBPU	2021: - 2022: 2023: 20,000 2024: 2025:			*		

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

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 2.1.1.1: Conduct a mapping exercise to identify the level of human rights compliance of relevant existing legislations.	Human rights compliance mapping of legislations completed	*Target:* Mapping done (2025) *Baseline:* No Mapping (2021) *Data sources:* HRCM's annual reports, mapping report	SAP Sectors 2.4, 5.1, 5.4, 5.5, 5.6	LPD Supported by: AD, RMD, ID, NPM	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 2.1.1.2: Conduct a mapping exercise to identify the level of human rights compliance of relevant existing regulations, rules and procedures used in state institutions.	Human rights compliance mapping of relevant regulations completed	*Target:* Mapping done by 2025 *Baseline:* No Mapping (2021) *Data sources:* HRCM's annual reports, mapping report	SAP Sectors 2.4, 5.1, 5.4, 5.5, 5.6	LPD Supported by: AD, RMD, ID, NPM	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 2.1.1.3: Engage with major private sector organisations to identify and assess the compliance of their relevant internal policies and procedures to human rights standards and norms.	# of private sector organisations with human rights compliant internal regulations	*Target:* 5 major enterprises by 2024 *Baseline:* 0 (2021) *Data sources:* HRCM's annual reports	SAP Sectors 1.5, 1.6, 2.4, 5.1, 5.3, 5.4, 5.5, 5.6	LPD Supported by: AD, RMD, ID	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 2.1.1.4: Lobby with the People's Majlis to identify and pass important human rights bills that have been delayed for various reasons.	# human rights related bills HRCM lobbied for	*Target:* 5 bills intervened by HRCM by 2025 *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 2.4, 5.1, 5.4, 5.5, 5.6	LPD Supported by: AD, RMD, CB, ID, NPM	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 2.1.2.1: Engage in constructive dialogue to sensitise them about the importance of sharing relevant drafts of legislations, policies, regulations and procedures with HRCM to facilitate timely review and recommendations to make them human rights compliant.	a) # of stakeholders engaged through constructive dialogue b) # of draft legislations, policies, regulations and procedures that received HRCM's input	*Target:* a) 3 stakeholders by 2025; b) 5 bills, policies, etc. per year *Baseline:* a) 1 (2021) b) none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 2.4, 5.1, 5.4, 5.5, 5.6	LPD Supported by: AD, RMD, ID	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 2.1.2.2: Develop and publish human rights briefs / white papers on pertinent human rights dimensions of ongoing legislative and policy debates.	# of human rights briefs published	*Target:* 2 briefs per year *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 2.4, 5.1, 5.3, 5.4, 5.5, 5.6	LPD Supported by: all departments	2021: - 2022: - 2023: - 2024: - 2025: -		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 2.1.2.3: Based on the mapping of human rights compliance of existing legislations, policies, regulations and procedures, take HRCM's own initiative to make necessary recommendations to relevant agencies to make them human rights compliant.	# amendments made to existing legislations, policies, regulations and procedures through HRCM's intervention	*Target:* 3 interventions by 2025 *Baseline 48 regulations, 5 Act* (2021) *Data sources:* HRCM's annual reports	SAP Sectors 2.4, 5.1, 5.3, 5.4, 5.5, 5.6	LPD Supported by: AD, RMD	2021: - 2022: 2023: 2024: 2025:			*	*	*
Activity 2.1.3.1: Follow up and monitor to ensure that the comments provided by HRCM are incorporated when laws, regulations and procedures are drafted, developed and finalised at relevant state agencies.	# recommendations incorporated percentage	*Target:* recommendation incorporated (variable) *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 2.4, 5.1, 5.3, 5.4, 5.5, 5.6	LPD Supported by: AD, RMD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 2.1.3.2: Publish the core elements of legislative and regulatory recommendations made by HRCM, to increase public pressure on the government/ state agencies to consider the recommendations of HRCM.	# of publication of HRCM's recommendations on legislative and policy amendments	*Target:* 3 per year *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 2.4, 5.1, 5.3, 5.4, 5.5, 5.6	LPD Supported by: AD, RMD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 2.1.3.3: Conduct targeted advocacy programmes to encourage institutions to develop required internal procedures related to core human rights legislations (e.g. Prevention of Sexual Harassment Act, Domestic Violence Prevention Act, etc.)	# advocacy programmes targeted to institutions to develop internal procedures relevant to targeted themes	*Target:* 4 targeted programmes by 2025 *Baseline:* 1 business and human rights program (2021 *Data sources:* HRCM's annual reports	SAP Sectors 2.2, 2.4, 5.1, 5.3, 5.4, 5.5, 5.6	AD Supported by: LPD, RMD	2021: - 2022: 2023: 20,000 2024: 2025: 20,000			*		*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 2.1.3.4: Engage with relevant authorities to ensure that the regulations and procedures required under existing laws are developed and gazetted on time.	# of newly gazetted regulations relevant to human rights-related laws	*Target:* 2-5 per year *Baseline:* none (2021) *Data sources:* HRCM's annual reports; Gazette reports	SAP Sectors 2.4, 5.1, 5.3, 5.4, 5.5, 5.6	LPD Supported by: AD, RMD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 2.2.1.1: Organise regular human rights dialogue meetings with state agencies to identify issues and gaps in human rights compliance in their operations.	# of human rights dialogue meetings	*Target:* 2 meetings per year *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 5.1, 5.4, 5.5, 5.6	CB Supported by: all departments	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 2.2.1.2: Increase the number of training and engagement activities with main private sector organisations/ enterprises to increase their awareness on human rights compliance in their governance and operations.	# of personnel trained from the private sector (disaggregated by gender)	*Target:* 150 persons per year *Baseline:* 1 programme (10 persons) (2021) *Data sources:* HRCM's annual reports	SAP Sectors 1.5, 2.2, 5.5, 5.6	AD Supported by: LPD, RMD	2021: - 2022: 20,000 2023: 20,000 2024: 2025:		*	*	*	*
Activity 2.2.2.1: Identify gaps in rehabilitation and social reintegration support in the state care facilities through NPM visits	# and type of issues/ gaps in social reintegration identified	*Target:* mapping done in 2022 *Baseline: 1 visit (2021)* *Data sources: HRCM annual reports*	SAP Sectors 5.1, 5.5, 5.6	LPD, NPM Supported by RMD, AD, LPD,	2021: - 2022: 2023: 2024: 2025:		*			

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 2.2.2.2: Make recommendations to relevant state agencies to focus on crime prevention, alternative sentencing, diversion, early release and the opportunities for rehabilitation and social reintegration.	# and type of recommendations	*Target:* recommendations by 2023 *Baseline: 22 recommendations on rehabilitation and reintegration (2008 to 2021)* *Data sources: HRCM annual reports; NPM annual report*	SAP Sectors 3.4, 5.1, 5.2, 5.4, 5.5, 5.6	LPD Supported by RMD, NPM, AD, LPD, ID, SRO	2021: - 2022: 2023: 2024: 2025:		*	*		
Activity 2.2.2.3: Regularly monitor rehabilitation and reintegration programmes run at state and private care, treatment and detention facilities.	# and type of monitoring activities and findings	*Target:* at least 5 activities per year (2023-2025) *Baseline: none (2021)* *Data sources: HRCM annual reports; NPM annual report*	SAP Sectors 5.1, 5.5, 5.6	RMD Supported by NPM, ID	2021: - 2022: 2023: 2024: 2025:			*	*	*
Activity 2.3.1.1: Collect and collate data on the situation of migrant workers in the country to inform policymakers about the need for Maldives to take urgent steps to promote the rights of migrant workers.	Data collected on the situation of migrant workers in the Maldives	*Target:* dataset collected by 2024 *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 1.5, 5.1, 5.4, 5.5, 5.6	RMD Supported by AD, LPD	2021: - 2022: 2023: 2024: 1.7 mil 2025:				*	*
Activity 2.3.1.2: Increase collaboration with relevant national and international organisations and agencies, to build a stronger case for Maldives to ratify the Migrant Workers Convention.	# of meetings held, communications exchanged	*Target:* 5 meetings/ communication by 2025 *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 1.5, 5.1, 5.4, 5.5, 5.6, 5.7	CB Supported by AD, LPD, RMD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 2.3.1.3: Make a written recommendation to the government and the parliament to ratify the Migrant Workers Convention.	Recommendation to the government made to ratify the convention	*Target:* recommendation by 2023 *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 1.5, 5.1, 5.4, 5.5, 5.6, 5.7	LPD Supported by: AD, RMD	2021: - 2022: 2023: 2024: 2025:	*	*	*		
Activity 2.3.1.4: Partner with human rights champions to lobby the government and the parliament to ratify the Migrant Workers Convention.	# of lobbying activities, meetings held	*Target:* at least 5 meetings with key agencies *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 1.5, 3.4, 5.1, 5.4, 5.5, 5.6, 5.7	LPD Supported by: AD, RMD	2021: - 2022: 2023: 2024: 2025:		*	*	*	
Activity 2.3.1.5: Issue a communication to the government and the parliament to remove the reservations with the permissible threshold on CEDAW and CRC, and ICCPR.	Communications with the government and parliament to remove reservations	*Target:* reservations removed by 2025 *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 1.5, 3.4, 5.1, 5.4, 5.5, 5.6, 5.7	LPD Supported by: AD, RMD	2021: - 2022: 2023: 2024: 2025:		*	*	*	

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 2.4.1.1: Conduct a BHR compliance baseline assessment for business enterprises in the Maldives.	BHR baseline completed	*Target:* baseline assessment done by 2022 *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 1.5, 1.6, 3.4, 5.1, 5.4, 5.5, 5.6	RMD Supported by: LPD, AD	2021: - 2022: 2023: 2024: 2025:		*			
Activity 2.4.1.2: Lobby the government and relevant agencies to develop a National Action Plan on BHR (NAP).	National Action Plan (NAP) for Maldives developed.	*Target:* NAP developed *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 1.5, 1.6, 3.4, 5.1, 5.4, 5.5, 5.6	AD Supported by: LPD, RMD	2021: - 2022: 2023: 2024: 2025:		*	*		
Activity 2.4.1.3: Develop and publish guidance documents in Dhivehi and English contexualised for Maldives, based on the United Nations Guiding Principles (UNGPs) on Business and Human rights.	Guidance documents developed	*Target:* guidance document developed by 2023 *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 1.5, 1.6, 3.4, 5.1, 5.4, 5.5, 5.6, 5.7	AD Supported by: LPD, RMD	2021: - 2022: 2023: 20,000 2024: 2025:		*	*		

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 2.4.1.4: Develop and publish guidelines on human rights due diligence and human rights risk assessment for business operations.	HRDD guidelines developed	*Target:* by 2024 *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 1.5, 1.6, 3.4, 5.1, 5.4, 5.5, 5.6	AD Supported by: LPD, RMD	2021: - 2022: 2023: 15,000 2024: 15,000 2025:		*	*		
Activity 2.4.1.5: Carry out advocacy and engagement activities with business enterprises targeted to address common issues of employment, migrant workers, and environmental rights (such as waste management, dumping of resort waste in the sea, etc.) and corporate responsibility to respect human rights.	# of human rights advocacy activities with business enterprises	*Target:* 2 targeted advocacy activities per year *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 1.5, 1.6, 3.4, 5.1, 5.4, 5.5, 5.6	AD Supported by: LPD, RMD, ID	2021: - 2022: 2023: 10,000 2024: 10,000 2025: 10,000			*	*	*
Activity 2.4.1.6: Establish a Business and Human Rights certification system to incentivise business enterprises to be more human rights friendly.	BHR certifications issued	*Target:* 5 certificates issued by 2025 *Baseline:* none (2021) *Data sources:* HRCM's annual reports	SAP Sectors 1.5, 1.6, 3.4, 5.1, 5.4, 5.5, 5.6	AD Supported by: LPD,	2021: - 2022: 50,000 2023: 50,000 2024: 50,000 2025: 50,000		*	*	*	*

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

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 3.1.1.1: Assist all relevant state institutions in the establishment of internal arrangements of the Whistle-blower Protection Committees and regularly monitor the progress of arrangements and the functioning of the committees.	# of institutions with functioning Whistle-blower Protection Committees	*Target:* all state institutions by end of 2022 *Baseline:* 45 (2021) *Data sources:* HRCM's annual reports/ WBPU Annual reports	SAP Sectors 5.1, 5.3, 5.4, 5.5, 5.6	WBPU Supported by:	2021: - 2022: - 2023: - 2024: - 2025: -		*	*	*	*
Activity 3.1.2.1: Develop and update working procedures and guidelines on the function of Whistle-blower Protection Committees at state institutions, including the process of transition at the end of the term.	Working procedures and guidelines developed and disseminated	*Target:* procedures and guidelines developed by 2022 *Baseline:* 2 (2020) *Data sources:* HRCM's annual reports; guidelines/WBPU Annual reports	SAP Sectors 5.1, 5.3, 5.4, 5.5, 5.6	WBPU Supported by:	2021: - 2022: - 2023: - 2024: - 2025: -		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 3.1.2.2: Undertake a review of confidentiality/non-disclosure restrictions in employment agreements that could hinder employees from whistleblowing.	# of reviews of employment contracts	*Target:* 2 reviews per year (2022-2025) *Baseline: none (2021)* *Data sources:* HRCM's annual reports/ WBPU annual report	SAP Sectors 5.1, 5.3, 5.4, 5.5, 5.6	WBPU Supported by:	2021: - 2022: 2023: 5,000 2024: 5,000 2025: 5,000		*	*	*	*
Activity 3.1.3.1: Develop promotional materials on whistle blowers rights, including video spots, handbooks, leaflets, etc.	# of promotional materials developed	*Target:* 10 items by 2025 *Baseline: none (2021)* *Data sources:* HRCM's annual reports/ WBPU annual report	SAP Sectors 5.1, 5.3, 5.4, 5.5, 5.6	WPBU Supported by: AD, CAD	2021: - 2022: 10,264 2023: 10,000 2024: 10,000 2025: 10,000		*	*	*	*
Activity 3.1.3.2: Conduct public awareness campaigns on the Whistle Blowers Protection Act	# of public awareness programmes conducted	*Target:* 5 programmes by 2025 *Baseline: none (2021)* *Data sources:* HRCM's annual reports/ WBPU annual report	SAP Sectors 5.1, 5.3, 5.4, 5.5, 5.6	WBPU Supported by: AD	2021: - 2022: 5,000 2023: 5,000 2024: 5,000 2025: 5,000		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 3.1.3.3: Take awareness sessions on the Whistle Blowers Protection Act and the work of the HRCM's Whistle Blower Protection Unit	# of awareness sessions and # of people trained	*Target:* a) 5 sessions per year and b) 100 people per year *Baseline: a) 8 sessions (2021) b) 192 people (2021)* *Data sources:* HRCM's annual reports/ WBPU annual report	SAP Sectors 5.1, 5.3, 5.4, 5.5, 5.6	WBPU Supported by: AD,	2021: - 2022: 23,000 2023: 5,000 2024: 5,000 2025: 5,000		*	*	*	*
Activity 3.2.1.1: Conduct training/ internship programmes to enhance the work skills of the employees of the Whistle-blower Protection Unit	# of training programmes conducted on whistle-blower protection	*Target:* 6 targeted programmes by 2025 *Baseline: none (2021)* *Data sources:* HRCM's annual reports/ WBPU annual report	SAP Sectors 5.1, 5.3, 5.4, 5.5, 5.6	WBPUCAD Supported by: WPBU	2021: - 2022: 15,000 2023: 15,000 2024: 15,000 2025: 20,000		*	*	*	*
Activity 3.2.1.2: Undertake learning/ study visits to foreign institutions with the whistle-blower protection mandates.	# of study visits	*Target:* 1 visit by 2025 *Baseline: none (2021)* *Data sources:* HRCM's annual reports/ WBPU annual report	SAP Sectors 5.1, 5.3, 5.4, 5.5, 5.6	WBPUCAD Supported by: WPBU	2021: - 2022: 2023: 100,000 2024: 2025:			*	*	

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 3.2.1.3: Investigating cases submitted under the Whistle Blowers Protection Act	# of cases of investigated by WBPU	*Target:* (variable) *Baseline: 110 investigated cases and completed (2021)* *Data sources:* HRCM's annual reports/ WBPU annual report	SAP Sectors 5.1, 5.3, 5.4, 5.5, 5.6	WBPU Supported by:	2021: - 2022: 15,000 2023: 20,000 2024: 25,000 2025: 30,000		*	*	*	*
Activity 3.2.1.4: Compile and share every six months' report and annual report of cases submitted to the unit under the Whistle Blowers Protection Act with relevant authorities.	# of bi-annual and annual reports shared with relevant authorities	*Target:* 2 biannual reports per year. *Baseline: none (2021)* *Data sources:* HRCM's annual reports/ WBPU annual report	SAP Sectors 5.1, 5.3, 5.4, 5.5, 5.6	WBPU Supported by:	2021: - 2022: 2,000 2023: 2,000 2024: 2,000 2025: 2,000		*	*	*	*
Activity 3.2.1.5: Formation of MOUs with relevant state authorities and non-governmental organizations working in the field of transparency.	# of MOUs signed	*Target:* 2 MOUs signed by 2025 *Baseline: none (2021)* *Data sources:* HRCM's annual reports/WBPU Annual reports	SAP Sectors 3.4, 5.1, 5.3, 5.4, 5.5, 5.6	WBPU Supported by: LPD,	2021: - 2022: 1,000 2023: - 2024: 1,500 2025: -		*		*	

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

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 4.1.1.1: Provide legal support to the most vulnerable population throughout the country, via mobile legal clinics in different regions.	# of mobile legal clinics held	*Target:* 3 per year *Baseline: 1 (2021)* *Data sources:* HRCM's annual reports	SAP Sectors 2.4, 3.1, 5.5, 5.6	LPD Supported by AD	2021: - 2022: 25,000 2023: 25,000 2024: 25,000 2025: 25,000		*	*	*	*
Activity 4.1.1.2: Use simple to read (bite-size) infographics on key human rights issues and messages and disseminate them using social media.	# of social media messages	*Target:* 15 messages per year *Baseline: General Facebook 152 posts, Twitter 543, Instagram 73 (2021)* *Data sources:* HRCM's annual reports/ social media analytics	SAP Sectors 2.4, 3.1, 4.8, 5.5, 5.6	AD Supported by CAD	2021: - 2022: 30,000 2023: 30,000 2024: 30,000 2025: 30,000		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 4.1.1.3: Increase engagement with the youth and adolescents on various human rights themes through FGDs to increase their knowledge of human rights and civic duties and the support available from HRCM.	# of youth FGDs held and # of youth reached	*Target: 5 FGDs by 2025* *Baseline: none (2021)* *Data sources:* HRCM's annual reports	SAP Sectors 2.4, 3.1, 3.3, 4.8, 5.5, 5.6	AD Supported by CAD	2021: - 2022: 5,000 2023: 5,000 2024: 5,000 2025: 5,000		*	*	*	*
Activity 4.1.2.1: Conduct a series of "Rights Consultations" on social media every 6 months	# of "Rights Consultations" sessions held	*Target: 2 consultancies per year* *Baseline: none (2021)* *Data sources:* HRCM's annual reports	SAP Sectors 2.4, 3.1, 4.8, 5.5, 5.6	AD Supported by CAD	2021: - 2022: 20,000 2023: 20,000 2024: 20,000 2025: 20,000		*	*	*	*
Activity 4.1.2.2: Provide information on the commission's work to the public through television, radio, newspapers and social media.	# of radio and social media engagements	*Target: 10 radio programs/ 20 social media engagements per year* *Baseline: General Facebook 152 posts, Twitter 543, Instagram 73 (2021) Total media appearance 31 programs (2021*)* *Data sources:* HRCM's annual reports	SAP Sectors 2.2, 2.4, 3.1, 4.8, 5.5, 5.6	AD Supported by CAD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 4.1.2.3: Undertake regular Ad Campaigns (TV video spots, billboard ads, murals, digital display, campaign merchandise) to increase the visibility of HRCM and its mandate.	# of ad campaigns	*Target:* Ad campaign by 2025 *Baseline: 3 ads (2021)* *Data sources:* HRCM's annual reports	SAP Sectors 4.8, 5.5	AD Supported by CAD	2021: - 2022: 2023: 100,000 2024: 2025:		*	*	*	*
Activity 4.1.2.4: Holding news conferences on contemporary human rights issues and the work of HRCM.	# of news conferences	*Target:* 2 news conferences per year *Baseline: 1 (2021)* *Data sources:* HRCM's annual reports	SAP Sectors 4.8, 5.5	AD/CB Supported by CAD	2021: - 2022: 10,000 2023: 5,000 2024: 5,000 2025: 5,000		*	*	*	*
Activity 4.1.2.5: Communicate with the public the commission's views on the human rights situation in the Maldives, and relevant policies and work of the commission through the media	# of public communications on pertinent human rights issues	*Target:* at least 5 activities per year *Baseline: none (2021)* *Data sources:* HRCM's annual reports	SAP Sectors 4.8, 5.5, 5.6	AD Supported by CAD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 4.2.1.1: Engage with the media and journalists to provide them with updated information about the work of HRCM and to share success stories.	# of media engagements	*Target:* 1 engagement events per year *Baseline: none (2021)* *Data sources:* HRCM's annual reports	SAP Sectors 4.8, 5.5	AD Supported by CAD	2021: - 2022: 5,000 2023: 5,000 2024: 6,000 2025: 6,000		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 4.2.1.2: Press releases and media appearance on a regular basis to increase the visibility of HRCM.	# of press releases mplete# of media appearances	*Target: a)* at least 10 press releases per year b) at least 10 media appearances *Baseline: 31 media appearances, 18 News articles and 10 press releases (2021)* *Data sources:* HRCM's annual reports; press releases, HRCM website	SAP Sectors 4.8, 5.5	AD Supported by CAD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 4.2.1.3: Provide information on the commission's work and important events to APF to be published in the APF News Bulletin.	# of news items of HRCM sent to APF to be published website/ bulletin	*Target:* 3 times a year *Baseline: none (2021)* *Data sources:* HRCM's annual reports	SAP Sectors 4.8, 5.5, 5.7	CB, AD Supported by CAD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 4.2.1.4: Undertake regular monitoring of information and reports published on media platforms reflecting the work of HRCM.	Media monitoring reports	*Target:* 4 reports per year *Baseline: carried out daily (2021)* *Data sources:* HRCM's annual reports/ social media monitoring reports	SAP Sectors 4.8, 5.5	AD Supported by	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 4.2.1.5: Review news articles and reports published regarding HRCM and the work of the commission on media, and where necessary engage with the media and the public to address any misconceptions.	# media monitoring reports	*Target:* Regular/ daily *Baseline: carried out daily (2021)* *Data sources:* HRCM's annual reports	SAP Sectors 3.4, 4.8, 5.5	AD Supported by CAD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 4.2.1.6: Publish newsletters (electronic and hardcopy) to disseminate information on human rights and the work of HRCM.	# of HRCM newsletters published	*Target:* 2 times per year *Baseline: none (2021)* *Data sources:* HRCM's annual reports	SAP Sectors 3.4, 4.8, 5.5, 5.6	AD Supported by CAD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 4.2.1.7: Provide regular training on human rights to journalists and media executives targeted to strengthen the visibility and credibility of HRCM among journalists.	# of journalists and media executives trained	*Target:* 150 journalists/ executives trained *Baseline: 139 (2020)* *Data sources:* HRCM's annual reports	SAP Sectors 3.4, 4.8, 5.5, 5.6	AD Supported by CAD	2021: - 2022: 2023: 50,000 2024: 50,000 2025: 50,000		*	*	*	*
Activity 4.2.1.8: Undertake regular (annual) public perception surveys on the awareness of HRCM's mandate.	# of public perception surveys	*Target:* 1 survey per year (2021) *Baseline: none (2021)* *Data sources:* HRCM's annual reports	SAP Sectors 3.4, 4.8, 5.5, 5.6	RMD Supported by AD,	2021: - 2022: 2023: 10,000 2024: 10,000 2025: 10,000		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 4.2.2.1: Take a firm public stand based on human rights norms and principles when crucial human rights issues and concerns are being discussed/ debated in the public domain	# of statements issued by HRCM on ongoing human rights debates	*Target:* variable *Baseline: none (2021)* *Data sources:* HRCM's annual reports	SAP Sectors 3.4, 4.8, 5.5, 5.6	CB/ LPD, Supported by all departments	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 4.2.2.2: Publish human rights briefs on important human rights issues and concerns to inform the public and generate informed public discourse.	# of human rights briefs published	*Target:* 4 briefs by 2025 *Baseline: none (2021)* *Data sources:* HRCM's annual reports	SAP Sectors 3.4, 4.8, 5.5, 5.6	LPD, Supported by AD, CAD, LPD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 4.3.1.1: Increase the visibility of SRO to people living in the region by increasing public campaigns and activities.	# of public campaigns organised by SRO	*Target:* 3 per year *Baseline: none (2021)* *Data sources:* HRCM annual reports	SAP Sectors 3.4, 4.8, 5.4, 5.5, 5.6	SRO Supported by AD	2021: - 2022: 40,000 2023: 40,000 2024: 40,000 2025: 40,000		*	*	*	*
Activity 4.3.1.2: Undertake regular Ad Campaigns (TV video spots, billboard ads, murals, digital display, campaign merchandise) to increase the visibility of SRO and its work.	# of ad campaigns in the southern region	*Target:* 1 ad campaign by 2025 *Baseline: none (2021)* *Data sources:* HRCM annual reports	SAP Sectors 3.4, 4.8, 5.5, 5.6	SRO Supported by AD	2021: - 2022: 2023: 80,000 2024: 2025:		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability/ responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 4.3.1.3: Develop a separate page on HRCM website for SRO, to provide more updates on specific services and support available from SRO.	HRCM website updated with SRO tab	*Target: completed in 2022* *Baseline: none (2021)* *Data sources: HRCM annual reports*	SAP Sectors 3.4, 4.8, 5.5, 5.6	SRO Supported by AD	2021: - 2022: 2023: 2024: 2025:		*			
Activity 4.3.1.4: Increase the number of visits to islands in the region to engage with the community undertaken by SRO.	# of island visits and activities	*Target: at least 10 islands by 2025* *Baseline: none (2021)* *Data sources: HRCM annual reports*	SAP Sectors 3.4, 4.8, 5.5, 5.6	SRO Supported by AD	2021: - 2022: 55,000 2023: 55,000 2024: 55,000 2025: 55,000		*	*	*	*
Activity 4.3.1.5: Establish an arrangement for calls received from the region to HRCM's 1424 hotline to be diverted to staff at SRO.	Regional hotline/ call attendance arranged	*Target: regional hotline established by 2023* *Baseline: none (2021)* *Data sources: HRCM annual reports*	SAP Sectors 3.4, 4.8, 5.5, 5.6	SRO Supported by ID	2021: - 2022: 2023: 2024: 2025:			*		

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

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 5.1.1.1: Develop procedural guidelines on the nature of human rights remedies that can be awarded and enforced by HRCM based on its investigations.	# of procedural guidelines developed	*Target:* 4 guidelines by 2025 *Baseline: none (2021)* *Data sources:* HRCM annual reports	SAP Sectors 5.1, 5.4, 5.5, 5.6	LPD Supported by ID, SRO	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 5.1.2.1: Include in public awareness programmes the nature and process of awarding and enforcing remedies to victims of human rights violations.	# of public awareness programmes on revised	*Target:* all relevant awareness programmes *Baseline: none (2021)* *Data sources: HRCM annual reports*	SAP Sectors 2.2, 3.4, 5.1, 5.4, 5.5, 5.6	AD Supported by ID, LPD	2021: - 2022: 20,000 2023: 20,000 2024: 20,000 2025: 20,000		*	*	*	*
Activity 5.1.2.2: Include on HRCM website relevant details of the nature of redresses available to victims	Details of redress available on HRCM website	*Target:* by 2023 *Baseline: none (2021)* *Data sources: HRCM annual reports*	SAP Sectors 4.8, 5.1, 5.4, 5.5, 5.6	AD Supported by ID, LPD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 5.2.1.1: Strengthen the case management system to improve the quality of investigations of human rights complaints cases submitted to the Commission	# of cases of victim redress awarded	*Target:* variable *Baseline: none (2021)* *Data sources: HRCM annual reports*	SAP Sectors 4.8, 5.1, 5.4, 5.5, 5.6	ID/ SRO Supported by CAD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 5.2.1.2: Maintain and filter records of cases where the rights enshrined in Chapter II of the Constitution of the Maldives have been violated.	# of reported cases on human rights violations	*Target:* variable *Baseline: none (2021)* *Data sources: HRCM annual reports*	SAP Sectors 5.5	ID/ SRO Supported by LPD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 5.2.1.3: Providing information to the public and assistance to victims under the Anti-Torture Act.	# of engagements and support provided	*Target:* 1 awareness programme per year *Baseline: none (2021)* *Data sources: HRCM annual reports*	SAP Sectors 2.2, 3.4, 4.8, 5.5, 5.6	AD/ID Supported by LPD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 5.2.1.4: Strengthening the research and evidence obtained from the investigation of cases submitted under the Anti-Torture Act.	# of specific cases investigated under ATA.	*Target:* variable *Baseline: Anti-Torture report (2021)* *Data sources: HRCM annual reports/ ATS reports*	SAP Sectors 2.2, 3.4, 4.8, 5.5, 5.6	ID Supported by, LPD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 5.2.2.1: Visits to investigate cases submitted to the commission and the status of children and individuals under state care.	# of cases related to children under state care investigated	*Target:* variable *Baseline: none (2021)* *Data sources: HRCM annual reports*	SAP Sectors 2.2, 3.4, 4.8, 5.5, 5.6	ID/ SRO Supported by NPM, LPD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 5.3.1.1: Undertake a National Inquiry into an important human rights issue with the potential to understand and address systemic human rights violations - on areas such as: • Quality of education • Discrimination against women • Access to quality healthcare • Situation of migrant workers • Situation of the elderly • Barriers to social cohesion • Human rights impact of climate change	# of National Inquires undertaken and issues raised and recommended	*Target:* at least 1 by 2025 *Baseline: none (2021)* *Data sources: HRCM annual reports*	SAP Sectors 2.2, 3.1, 3.4, 4.8, 5.5, 5.6	ID Supported by all departments	2021: - 2022: 2023: 100,000 2024: 2025: 100,000			*		*
Activity 5.3.1.2: Widely disseminate the findings of the inquiry and make strong recommendations to address human rights protection gaps.	# of dissemination programmes focussing on the findings of the NI	*Target:* all relevant stakeholders informed *Baseline: none (2021)* *Data sources: HRCM annual reports*	SAP Sectors 2.2, 3.1, 3.4, 4.8, 5.5, 5.6	AD Supported by ID, LPD, RMD	2021: - 2022: 30,000 2023: 30,000 2024: 30,000 2025: 30,000		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 5.4.1.1: Work with relevant government agencies and civil society partners to increase the availability and accessibility of legal aid to victims of human rights violations.	# of cases of legal aid provided or facilitated	*Target:* (variable) *Baseline: none (2021)* *Data sources: HRCM annual reports*	SAP Sectors 5.1, 5.4, 5.5, 5.6	LPD Supported by ID, AD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 5.4.2.1: Seek leave (permission) of the court to submit *amicus curia briefs* to address human rights dimensions involving cases of human rights violations or abuse.	# of amicus curia briefs submitted to courts, and persons supported (disaggregated by gender)	*Target:* at least 3 by 2025 (variable) *Baseline: none (2021)* *Data sources: HRCM annual reports*	SAP Sectors 5.1, 5.4, 5.5, 5.6	LPD Supported by ID, SRO	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 5.4.2.2: Prepare and submit *amicus curia briefs* in relevant cases to support victims of human rights violations.	# of amicus curia briefs submitted to courts	*Target:* at least 3 per by 2025 (variable) *Baseline: none (2021)* *Data sources: HRCM annual reports*	SAP Sectors 5.1, 5.4, 5.5, 5.6	LPD Supported by ID, SRO	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 5.4.2.3: Regularly monitor court cases involving human rights violations and identify cases of delayed justice and cases where victims did not get adequate remedies.	# of court monitoring activities carried out per year	*Target:* 5 random monitoring activities per year *Baseline: none (2021)* *Data sources: HRCM annual reports*	SAP Sectors 3.4, 5.1, 5.4, 5.5, 5.6	LPD Supported by ID, SRO	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 5.4.2.4: Conduct court monitoring programmes specially targeted to atolls to identify and address issues of access to justice for the marginalised populations.	# of court monitoring in the atolls per year	*Target:* 3 cases per year *Baseline: none (2021)* *Data sources: HRCM annual reports*	SAP Sectors 5.1, 5.4, 5.5, 5.6	LPD Supported by ID, SRO	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

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

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 6.1.1.1: Undertake a full mapping of all detention facilities and other state care, and continuously update their occupancy and other relevant situational details.	Updated mapping of places of detention	*Target:* Yes (2022) *Baseline:* No (2021) *Data sources: HRCM annual reports*	SAP Sectors 5.1, 5.2, 5.4, 5.5, 5.6	NPM Supported by CAD	2021: - 2022: 2023: 2024: 2025:		★			
Activity 6.1.1.2: Develop a schedule of monitoring visits to all places where people are deprived of their liberty.	Schedule of monitoring visits	*Target:* annually *Baseline: 13 monitoring visits (2021)* *Data sources: HRCM annual reports; Commission Annual Work plan*	SAP Sectors 5.1, 5.2, 5.4, 5.5, 5.6	NPM	2021: - 2022: 2023: 2024: 2025:		★			
Activity 6.1.1.3: Conduct regular and unannounced monitoring visits to all places where people are deprived of their liberty.	# of monitoring visits to places where people are deprived of their liberty.	*Target:* at least 15 per year *Baseline: 15 unannounced visits (2021)* *Data sources:* HRCM annual reports	SAP Sectors 5.1, 5.2, 5.4, 5.5, 5.6	NPM	2021: 150,000 2022: 150,000 2023: 60,000 2024: 60,000 2025: 60,000		★	★	★	★

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 6.1.1.4: Where possible, undertake remote monitoring through online questionnaires to obtain information on the status of state-run care facilities.	# of online/ remote monitoring activities	*Target:* at least 2 online monitoring per year *Baseline: Remote monitoring activities held out in 5 detention facilities (2021)* *Data sources: HRCM annual reports; NPM annual report*	SAP Sectors 5.1, 5.2, 5.4, 5.5, 5.6	NPM Supported by CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 6.1.2.1: Undertake follow-up visits to places where NPM has submitted proposals to verify if the recommendations are being implemented.	# of follow up visits	*Target:* at least 2 follow up visits per year *Baseline:2 follow-up visits (2021)* *Data sources: HRCM annual reports; NPM annual report*	SAP Sectors 5.1, 5.2, 5.4, 5.5, 5.6	NPM Supported by CAD, LPD, ID and SRO	2021: - 2022: 60,000 2023: 40,000 2024: 40,000 2025: 40,000		★	★	★	★
Activity 6.1.2.2: Follow up with relevant agencies and monitor the implementation of the recommendations made after the NPM visits.	# of follow up meetings	*Target:* at least meetings with 6 main institutes per year *Baseline:* 4 meetings (2021) *Data sources: HRCM annual reports; NPM annual report*	SAP Sectors 5.1, 5.2, 5.4, 5.5, 5.6	NPM Supported by all departments	2021: - 2022: 2023: 2024: 2025:		★	★	★	★

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 6.1.2.3: Undertake regular constructive dialogues with relevant state agencies to identify their challenges in implementing NPM's recommendations.	# of constructive dialogue sessions	*Target:* 2 constructive dialogues per year *Baseline: 4 CD (2021)* *Data sources: HRCM annual reports; NPM annual reports*	SAP Sectors 5.1, 5.2, 5.4, 5.5, 5.6	NPM Supported by all departments	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 6.1.2.4: Develop and update the NPM Manuals and Procedures related to NPM visits, monitoring the implementation of NPM visits, report preparations, report sharing, and submissions and recommendations.	NPM manual and procedures updated	*Target:* manual updated by 2022 *Baseline*: None (2021) *Data sources: HRCM annual reports; NPM annual reports*	SAP Sectors 5.1, 5.2, 5.4, 5.5, 5.6	NPM Supported by LPD, AD	2021: - 2022: 20,000 2023: 2024: 2025:		★			
Activity 6.1.2.5: Conduct a full review of recommendation implementation annually and re-emphasise the recommendations to relevant agencies based on their urgency and severity.	# and urgency and severity of recommendation reviews done per year	*Target:* one a year *Baseline: None (2021)* *Data sources: HRCM annual reports; NPM annual report / Recommendation audit report*	SAP Sectors 5.1, 5.2, 5.4, 5.5, 5.6	NPM Supported by all departments	2021: - 2022: 2023: 2024: 2025:		★	★	★	★

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 6.1.3.1: NPM to take information sessions to relevant agencies, CSOs and the public on the area of torture prevention	# of information sessions held with police stations, CSOs, community	*Target:* at least 5 sessions per year *Baseline:*3 sessions (2019) *Data sources:* HRCM annual reports; NPM annual report	SAP Sectors 3.4, 5.1, 5.2, 5.4, 5.5, 5.6	NPM Supported by LPD, ID, AD	2021: - 2022: 10,000 2023: 2024: 2025:		*	*	*	*
Activity 6.1.3.2: Publish regular reports on NPM visits and the nature of recommendations with the objective of informing the public.	# of reports published	*Target:* at least 10 per year *Baseline:* 4 reports (2021) *Data sources: HRCM annual reports; NPM annual report*	SAP Sectors 5.1, 5.2, 5.4, 5.5, 5.6	NPM Supported by, AD, CAD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 6.1.3.3: Undertake public advocacy activities to inform the public on the progress made by NPM in improving the human rights situation in places where people are deprived of their liberty.	# of public advocacy activities on the work of NPM	*Target:* 8 by 2025 *Baseline: None (2021)* *Data sources: HRCM annual reports; NPM annual report*	SAP Sectors 2.2, 3.4, 5.1, 5.2, 5.4, 5.5, 5.6	NPM, AD Supported by RMD, CAD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 6.1.3.4: Engage in constructive forum with state agencies that have indirect service delivery and facilitation roles related to NPM's recommendations (such as the Ministry of Finance, Ministry of Health, Ministry of Education, etc.)	# of constructive forum sessions	*Target:* at least 1 meeting per year *Baseline: 1 state holder dialogue (2018)* *Data sources: HRCM annual reports; NPM annual report*	SAP Sectors 5.1, 5.2, 5.4, 5.5, 5.6	NPM Supported by all departments	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 6.1.4.1: Information management at NPM to be strengthened through the use of a database that can effectively capture the findings and recommendations related to all monitoring activities.	System of information management established	*Target:* by 2025 *Baseline None (2021)* *Data sources: HRCM annual reports; NPM annual report*	SAP Sectors 4.8, 5.1, 5.5, 5.6	NPM Supported by CAD, LPD	2021: - 2022: 2023: 2024: 2025:			⋆		
Activity 6.1.4.2: Seek technical support from relevant national and international agencies to improve the technical capacity of NPM to undertake monitoring of immigration detention centres and prisons where migrants are held.	Level and type of technical support received and supported activities	*Target:* at least 2 actions per year *Baseline: None (2021)* *Data sources: HRCM annual reports; NPM annual report*	SAP Sectors 5.1, 5.5, 5.6, 5.7	NPM Supported by CAD, CB	2021: - 2022: 2023: 2024: 2025:		⋆	⋆	⋆	⋆
Activity 6.1.4.3: Prepare abridged/ synoptic versions of NPM reports to be shared with the public and with relevant international partners such as APT and SPT.	# of short versions of NPM reports (synopsis) shared with the public	*Target:* at least 02 short reports per year *Baseline: 1 unofficial translation of Annual report (2019)* *Data sources: HRCM annual reports; NPM annual report*	SAP Sectors 3.4, 5.1, 5.5, 5.6	NPM Supported by CAD, CB, AD	2021: - 2022: 5,000 2023: 2024: 2025:		⋆	⋆	⋆	⋆

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 6.1.4.4: Exchange information on NPM's work with international agencies such as APT, and SPT, and with NPMs in other countries to enhance cooperation, and explore ways to collaborate field work to gain more practical experience, and carry out joint learning work.	# of communications with relevant international partners	*Target:* at least 5 exchanges per year *Baseline: 1 unofficial translation of Annual report (2019)* *Data sources: HRCM annual reports; NPM annual report*	SAP Sectors 5.1, 5.5, 5.6, 5.7	NPM Supported by CAD, CB	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 6.2.1.1: Engage with stakeholders to address systemic issues identified through ATS investigations.	# of stakeholder meetings held and issues agreed	*Target:* at least 4 meetings per year (variable) *Baseline: none (2021)* *Data sources: HRCM annual reports; NPM annual report*	SAP Sectors 3.4, 5.1, 5.5, 5.6	ID Supported by NPM, SRO	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 6.2.1.2: Follow up on recommendations made by ATS in torture cases and lobby with relevant agencies to address them.	# of follow up communications	*Target:* 5 communications per year (variable) *Baseline: none (2021)* *Data sources: HRCM annual reports; NPM annual report*	SAP Sectors 5.1, 5.5, 5.6	ID Supported by NPM, AD, SRO	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 6.2.1.3: Provide regular public briefings on the nature and frequency of torture cases investigated by ATS to create public awareness and pressure.	# of public awareness reports published	*Target:* public awareness reports published every year *Baseline: none (2021)* *Data sources: v*	SAP Sectors 3.4, 5.5, 5.6	ID Supported by NPM, AD	2021: - 2022: 2023: 20,000 2024: 40,000 2025: 50,000		★	★	★	★
Activity 6.2.2.1: Establish a data sharing protocol between NPM and ATS to help identify gaps in torture prevention.	Data sharing protocol between NPM and ATS established	*Target:* protocol established by 2022 *Baseline: none (2021)* *Data sources: HRCM annual reports; NPM annual report*	SAP Sectors 5.5, 5.6	NPM Supported by ID, SRO	2021: - 2022: 2023: 2024: 2025:		★			
Activity 6.2.2.2: Hold regular inter-departmental coordination meetings to identify and address common issues and concerns.	# of regular meetings between NPM and ATS	*Target:* at least 4 meetings per year *Baseline: none (2021)* *Data sources: HRCM annual reports; NPM annual report*	SAP Sectors 5.5	ID and NPM Supported by SRO	2021: - 2022: 2023: 2024: 2025:		★	★	★	★

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

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 7.1.1.1: Monitor the implementation of the commission's recommendations related to investigations made to the government	# of times updates are made on recommendations	Target: recommendations updates by on yearly basis Baseline: once a year (2021) Data sources: HRCM annual reports	SAP Sectors 5.4, 5.5, 5.6	RMD Supported by ID, NPM	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 7.1.1.2: Monitor the implementation of the commission's policy review reports to the government	# of updates on recommendations	Target: recommendations updates by on yearly basis Baseline: not measured (2021) Data sources: HRCM annual reports	SAP Sectors 5.4, 5.5, 5.6	RMD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 7.1.1.3: Develop and update a Human Rights Monitoring Manual and the relevant Toolkits	Human Rights Monitoring Manual developed	Target: completed by 2022 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.4, 5.5, 5.6	RMD	2021: - 2022: 2023: 2024: 2025:		*			

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 7.1.1.4: Undertake human rights monitoring visits to different regions.	# of monitoring visits	Target: 4 islands per year Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.4, 5.5, 5.6	RMD Supported by CAD and ID	2021: - 2022: 100,000 2023: 100,000 2024: 100,000 2025: 100,000		*	*	*	*
Activity 7.1.1.5: Update the National Mechanism for Reporting and Follow-up (Maldives Human Rights Portal)	Maldives Human Rights Portal	Target: Maldives Human Rights Portal updated every year Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.4, 5.5, 5.6	RMD Supported by all departments	2021: - 2022: 2023: 2024: 2025:			*	*	*
Activity 7.1.2.1: Develop clear procedural guidelines on elections monitoring from a human rights perspective, covering pre-election, during the election and post-election periods.	Procedural guidelines on elections monitoring developed	Target: guidelines developed 2022 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.4, 5.5, 5.6	RMD Supported by all departments	2021: - 2022: 2023: 2024: 2025:		*			

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 7.1.2.2: Engage with relevant stakeholders and civil society partners in relation to election monitoring.	# of stakeholder meetings	Target: a) 10 meetings (variable) during election periods *Baseline:* none (2021) *Data sources:* HRCM annual reports	SAP Sectors 3.4, 5.4, 5.5, 5.6	AD Supported by RMD, LPD	2021: - 2022: 2023: 2024: 2025:			★	★	★
Activity 7.1.2.3: Provide capacity development support to relevant stakeholders and civil society partners on election monitoring.	# of people trained	Target: at least n stakeholders trained *Baseline:* none (2021) *Data sources:* HRCM annual reports, training reports	SAP Sectors 3.4, 5.4, 5.5, 5.6	AD Supported by RMD, LPD	2021: - 2022: 2023: 2024: 2025:			★	★	
Activity 7.1.2.4: Undertake human rights-based election monitoring and publish reports of findings and recommendations.	# and type of election monitoring activities undertaken	Target: (variable as per election cycle) *Baseline:* none (2021) *Data sources:* HRCM annual reports	SAP Sectors 3.4, 5.4, 5.5, 5.6	RMD Supported by all departments	2021: - 2022: 2023: 2024: 2025:			★	★	
Activity 7.1.3.1: Publish periodic human rights situation reports based on data collected through various human rights monitoring and reporting activities (including monitoring visits, NPM monitoring, policy review, research and investigations).	# of periodic human rights situation reports published	Target: once a year (2022-2025) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.4, 5.5, 5.6	RMD Supported by NPM, LPD, ID	2021: - 2022: 2023: 2024: 2025:		★	★	★	★

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 7.1.3.2: Widely disseminate the Human Rights Situation Reports using the website, social media and traditional media.	a) # of stakeholder institutions disseminated to b) # of HRCM media platform	Target: a) all relevant stakeholders; b) Website/ highlights on social media Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.4, 5.5, 5.6	AD Supported by RMD, NPM, ID	2021: - 2022: 30,000 2023: 30,000 2024: 30,000 2025: 30,000		*	*	*	*
Activity 7.2.1.1: Identify over-due state reporting obligations to treaty bodies and lobby the government to submit the state reports at the earliest.	# of over-due reporting obligations identified and lobbied	Target: (variable) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.4, 5.5, 5.6, 5.7	RMD Supported by AD, LPD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 7.2.1.2: Strengthen the shadow reporting to relevant treaty bodies	Timely shadow reporting	Target: (variable) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.4, 5.5, 5.6, 5.7	RMD Supported by all departments	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 7.2.1.3: Collaborate with civil society organisations in strengthening the shadow reporting.	# of civil society partners in shadow reporting	Target: at least 5 partners for each reporting Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.4, 5.5, 5.6, 5.7	RMD Supported by AD, NPM	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 7.2.2.1: Monitor and assess the level of implementation by the State of the recommendations made by the UN human rights treaty bodies in relation to treaties to which the Maldives is a party.	% of recommendations implemented by the government, by thematic area	Target: 60% implemented Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.4, 5.5, 5.6, 5.7	RMD Supported by all departments	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 7.2.2.2: Develop indicators and benchmarks based on recommendations for all conventions that Maldives has been reviewed under and align data management to the indicators and benchmarks.	Human rights compliance indicators and benchmarks developed	Target: by 2022 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.4, 5.5, 5.6, 5.7	RMD	2021: - 2022: 2023: 2024: 2025:		*			
Activity 7.2.2.3: Follow-up on the state actions related to Concluding Observations on State Reports to human rights treaty bodies.	# and type of follow up actions	Target: 5 meetings, 10 communications per year Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.4, 5.5, 5.6, 5.7	RMD Supported by all departments	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

Goal 8: Lead in human rights related studies

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 8.1.1.1: Develop a 5-year human rights research agenda based on inputs from various data sources and departments.	Human rights research agenda developed	Target: Yes (2022) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6	RMD Supported by all departments	2021: - 2022: 2023: 2024: 2025:		*			
Activity 8.1.1.2: Set priority areas for conducting rapid assessments and situation analysis for each year, based on their importance and urgency.	Priority areas identified	Target: Yes (2022) Baseline: No (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6	RMD	2021: - 2022: 2023: 2024: 2025:		*			
Activity 8.1.2.1: Develop human rights data indicators to align all research (and monitoring and public inquiry) activities.	Human rights data indicators developed	Target: Yes (2023) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6	RMD	2021: - 2022: 2023: 2024: 2025:		*	*		
Activity 8.1.2.2: Based on available data, set human rights baselines for relevant indicator areas.	Human rights baselines established (for core areas)	Target: Yes (2023) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6	RMD	2021: - 2022: 2023: 2024: 2025:		*	*		

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 8.1.3.1: Develop internal protocols and procedures to ensure that all data collected in research and monitoring activities are disaggregated and gender sensitive.	Internal data management protocols and procedures developed	Target: Yes (2022) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6	RMD Supported by CAD and ID	2021: - 2022: 2023: 2024: 2025:		*			
Activity 8.1.4.1: Plan and undertake at least 2 rapid assessments or situation analysis per year, which can feed into more detailed research undertakings.	# of rapid assessments done	Target: 2 rapid assessments per year (2022-2025) Baseline: 0 (2021) Data sources: HRCM annual reports, rapid assessment reports	SAP Sectors 5.5, 5.6	RMD Supported by ID	2021: - 2022: 42,500 2023: 200,000 2024: 200,000 2025:		*	*	*	
Activity 8.1.4.2: Undertake desk reviews and short assessments on emerging human rights issues, such as human rights and the environment, business and human rights, etc.	# of desk reviews # of short assessments undertaken	Target: a) 2 desk reviews b) 1 short assessment per year Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6	RMD Supported by AD, ID, LPD	2021: - 2022: 2023: 2024: 50,000 2025:		*	*	*	*
Activity 8.1.4.3: Conduct a 5-year longitudinal survey on human rights	# of longitudinal surveys undertaken	Target: Rights Side of Life published by 2025 Baseline: RSL3 Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6	RMD	2021: - 2022: 2023: 2024: 50,000 2025: 400,000				*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 8.1.5.1: Partner with academic institutions and the research community to build collaborative research on pertinent human rights issues.	# of partnerships / MOUs established with academic and research institutions	Target: at least 2 MOUs by 2025 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6	RMD Supported by CB	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 8.2.1.1: Conduct research and public/ national inquiry reports on time.	# of research / NI reports published on time	Target: all reports published on time Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.5, 5.6	RMD/ID Supported by AD	2021: - 2022: 2023: 1,700,000 2024: 2025:		*	*	*	*
Activity 8.2.1.2: Widely disseminate research findings to policymakers, academia and the public.	Level of dissemination of research findings	Target: disseminate to all relevant stakeholders Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.5, 5.6	AD Supported by RMD, NPM, ID, LPD	2021: - 2022: 30,000 2023: 20,000-30,000 2024: 20,000-30,000 2025: 20,000-30,000		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 8.2.2.1: Identify and establish effective data dissemination mechanisms for HRCM's research output, targeting the public and vulnerable groups.	# and proportion of data relevant disseminated to the public	Target: 30% increase in data dissemination Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.5, 5.6	AD Supported by RMD, LPD, NPM, ID, SRO, CAD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

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

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 9.1.1.1: Update the complaints handling and investigation procedures to be better aligned with the international good practice for speedy resolution of complaints.	Complaints handling and investigation procedures updated	Target: procedures updated by 2022 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.1, 5.4, 5.5, 5.6	LPD Supported by ID/ SRO	2021: - 2022: 2023: 2024: 2025:		*			
Activity 9.1.1.2: Utilise modern knowledge management and forensic technologies to undertake quality investigations on a timely manner.	a) forensic resource availability	Target: a) forensic resources established by 2025 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 4.8, 5.1, 5.4, 5.5, 5.6	ID Supported by CAD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 9.1.1.3: Set procedural targets to complete all investigations within a maximum period of 90 days.	Procedural targets set	Target: 30 percent by 2025 Baseline: - (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6	ID/ SRO	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	2021	2022	2023	2024	2025
Activity 9.1.1.4: Clear all back-log cases and put in place a procedure that delayed cases are identified and prioritised.	All backlog cases reviewed and cleared	Target: 60% (2024) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.1, 5.4, 5.5, 5.6	ID	2021: - 2022: 2023: 2024: 2025:		★	★		
Activity 9.1.1.5: Establish close cooperation arrangements with relevant state agencies (eg. Establish focal points) to expedite data/ information sharing in relation to investigations.	Focal points in relevant state agencies	Target: relevant agencies Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.1, 5.4, 5.5, 5.6	ID Supported by CB	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 9.1.2.1: Strengthen the Complaints Management System (CMS) to manage the workflow and data related to cases.	CMS established	Target: 2022 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 4.8, 5.1, 5.4, 5.5, 5.6	ID/ SRO Supported by CAD	2021: - 2022: 2023: 2024: 2025:		★			
Activity 9.1.2.2: Use an effective case triaging system to identify complaints that do not have substantial human rights violations and those that can be more effectively handled by another state institution.	# of cases filtered through triaging (non-human rights cases reduced)	Target: variable Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 4.8, 5.1, 5.4, 5.5, 5.6	ID/ SRO	2021: - 2022: 2023: 2024: 2025:		★	★	★	★

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 9.1.2.3: Strengthen the system of case referrals to other relevant institutions and bodies in relevant cases (on a case-by-case basis).	# of referrals to other agencies	Target: (variable) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.1, 5.4, 5.5, 5.6	ID/ SRO Supported by LPD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 9.1.2.4: Regularly generate statistical reports on case handling and share with relevant (internal) departments to facilitate advocacy, monitoring and research activities.	# and quality of statistics reports generated based on cases	Target: at least monthly Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 4.8, 5.1, 5.4, 5.5, 5.6	ID/ SRO Supported by AD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 9.1.3.1: Publish simple guides to lodging human rights complaints to HRCM on the website, along with success stories.	# of simple guides and success stories published	Target: 3 (2023) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6	ID/ LPD Supported by AD, ID/SRO CAD	2021: - 2022: 2023: 2024: 2025:		*	*		
Activity 9.2.1.1: Lobby the government / private sector to establish an independent forensic laboratory that can be used by HRCM for relevant cases.	Forensic facilities available to HRCM (through various arrangements)	Target: by 2023 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.1, 5.4, 5.5, 5.6	LPD/ID Supported by AD, ID, CAD, CB	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 9.2.1.2: Establish MOUs with nationally and regionally available forensic laboratories to allow for required support in relevant cases.	MOUs on using forensic facilities of other institutions	Target: 2 MOUs signed by 2023 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 4.8, 5.1, 5.4, 5.5, 5.6	ID/ LPD Supported by SRO CAD, CB, WBPU	2021: - 2022: 2023: 2024: 2025:		*	*		
Activity 9.2.2.1: Establish stronger relations with other NHRIs in the region to strengthen the human rights investigation capacity of investigation officers through study tours and staff exchange.	# of MOUs / formal relations established with other NHRIs on sharing forensic support	Target: 1 (2024) Baseline: 0 Data sources: HRCM annual reports; MOUs with other NHRIs on capacity development	SAP Sectors 4.8, 5.1, 5.4, 5.5, 5.6, 5.7	CAD Supported by ID, CB	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

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

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 10.1.1.1: Develop clear guidelines and rubrics on the nature, levels and types of compensation that HRCM can award victims of human rights violations.	# of guidelines and rubrics on the nature, levels and types of compensation established	Target: guidelines developed by 2022 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.1, 5.4, 5.5, 5.6	LPD Supported by ID/SRO,	2021: - 2022: 2023: 2024: 2025:		*			
Activity 10.1.1.2: Develop awareness materials (pamphlets, social media posts and ads) to inform the public about the nature of civil remedies (damages) available to them in cases of human rights violations.	# and type of awareness materials developed and disseminated	Target: videos, leaflets and other materials developed and disseminated by 2025 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 2.2, 3.4, 5.1, 5.4, 5.5, 5.6	AD Supported by ID/ SRO, LPD, CAD	2021: - 2022: 2023: 50,000 2024: 2025:		*	*	*	*
Activity 10.1.1.3: Communicate with relevant state agencies to identify and address challenges in the enforcement of victim compensation.	# of meetings and issues agreed with relevant agencies	Target: 5 meetings within 2023 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 2.2, 3.4, 5.1, 5.4, 5.5, 5.6	ID Supported by LPD, AD	2021: - 2022: 2023: 2024: 2025:		*			

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 10.1.2.1: Develop internal procedures related to compensating human rights victims, based on the legal provisions.	# and type of internal procedures related to compensating human rights victims developed	Target: all internal procedures developed by 2022 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6	LPD Supported by ID/ SRO, CAD	2021: - 2022: 2023: 2024: 2025:		*			
Activity 10.1.2.2: Develop administrative procedures related to awarding and enforcing victim compensation	# and type of administrative procedures related to awarding and enforcing victim compensation developed	Target: 2022 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6	LPD Supported by ID/SRO,	2021: - 2022: 2023: 2024: 2025:		*			
Activity 10.1.3.1: Develop internal capacity by providing paralegal and technical training related to victim compensation.	# of paralegal and technical trainings held, # of staff trained (gender disaggregated)	Target: 4 staff trained by 2025 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6	CAD Supported by ID/SRO	2021: - 2022: 2023: 40,000 2024: 40,000 2025: 40,000		*	*		
Activity 10.1.3.2: Establish networking with other NHRIs (through APF) with similar mandates to learn from their experience in victim compensation.	# of networking relationship established with other NHRIs in the area of victim compensation	Target: working relationship with 2 NHRIs on compensation Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6, 5.7	CB/ CAD Supported by ID, AD	2021: - 2022: 2023: 2024: 2025:		*	*		

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

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 11.1.1.1: Initiate dialogue with relevant national and international partners to identify areas of cooperation in building research, monitoring and investigation capacity of HRCM.	Level of support received from national and international partners	Target: high Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 4.1, 5.4, 5.5, 5.6, 5.7	CB Supported by all department	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 11.1.1.2: Conduct UPR Stakeholders Forum, including national and international partners.	# UPR stakeholder forums and issues agreed	Target: 1 forum per cycle Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.5, 5.6, 5.7	AD Supported by RMD, LPD, ID	2021: - 2022: 80,000 2023: 2024: 2025:		*	*	*	*
Activity 11.1.2.1: Establish a strong working relationship with relevant UN agencies and other development partners in the area of capacity development and technical assistance.	Nature of relationship established with relevant UN agencies and other development partners	Target: collaborative efforts increased Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.5, 5.6, 5.7	CAD Supported by all departments	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 11.1.2.2: Maintain regular contact with relevant UN agencies and development partners to brief them on the human rights situation.	# of regular communications with relevant UN agencies and other development partners	Target: (variable) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6, 5.7	CAD Supported by all departments	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 11.1.2.3: Participate in the meetings of GANHRI (Global Alliance of National Human Rights Institutions) and take necessary measures to build and sustain a strong working relationship with GANHRI and other NHRIs in the network.	# of GANHRI / bureau meetings attended	Target: annual meetings Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6, 5.7	CB/ Supported by RMD, LPD, ID, NPM, CAD, AD	2021: - 2022: 2023: 160,000 2024: 160,000 2025: 160,000		*	*	*	*
Activity 11.1.2.4: Participate in the annual meetings and other relevant activities of the APF (Asia Pacific Forum) and strengthen the position of HRCM among the other NHRIs in the network.	# of APF activities participated	Target: annual meetings; other activities (variable) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6, 5.7	CB/ Supported by RMD, LPD, ID, CAD, AD	2021: - 2022: 2023: 80,000 2024: 80,000 2025: 80,000		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 11.1.2.5: Participate in the meetings and other activities of relevant regional and international bodies (such as the Association for Prevention of Torture, and Commonwealth Forum for National Human Rights Institutions, etc.) and build a strong working relationship with these organisations and seek technical support where they are required.	# of activities participated with other agencies	Target: (variable) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6, 5.7	CB Supported by RMD, LPD, ID, NPM, AD, CAD	2021: - 2022: 2023: 80,000 2024: 80,000 2025: 80,000		*	*	*	*
Activity 11.1.2.6: Participate in international and regional conferences, seminars, webinars, and other fora to share information on the human rights situation in the Maldives and seek assistance in the work of the Commission.	# of international and regional conferences, seminars, webinars, and other fora participated and information shared	Target: at least 5 per year Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6, 5.7	CB/ Supported by RMD, LPD, ID, AD, CAD	2021: - 2022: 2023: 80,000 2024: 80,000 2025: 80,000		*	*	*	*
Activity 11.1.3.1: Strengthen the working procedures and collaboration protocols with human rights NGOs through the existing NGO Network.	Working procedures and collaboration protocols with human rights NGOs strengthened	Target: protocols developed and updated by 2023 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.5, 5.6	AD Supported by RMD, LPD, ID	2021: - 2022: 2023: 2024: 2025:		*	*		

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 11.1.3.2: Encourage more NGOs to join the HRCM Human Rights NGO Network.	# of NGOs in the NGO Network	Target: 50 by 2025 Baseline: 36 (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.5, 5.6	AD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 11.1.3.3: Provide technical support and training to NGOs in promoting human rights.	# and type of technical support activities	Target: at least 5 collaborative activities per year Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.5, 5.6	AD	2021: - 2022: 2023: 20,000 2024: 20,000 2025: 20,000		*	*	*	*
Activity 11.1.3.4: Participate in programmes conducted by NGOs and provide technical assistance in conducting human rights awareness programmes in collaboration with NGOs.	# of participants and type of engagement with NGO Network	Target: 5 activities per year Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.5, 5.6	AD Supported by RMD, LPD	2021: - 2022: 2023: 50,000 2024: 50,000 2025: 50,000		*	*	*	*
Activity 11.1.3.5: Establish and strengthen the Human Rights Defenders Network.	Nature of activities of the HRD Network # of members of HRD Network	Target: a) 10 activities per year increased activities b) 20 active HRDs by 2025 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.5, 5.6	AD Supported by RMD, LPD, ID, NPM	2021: - 2022: 2023: 2024: 2025:		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 11.1.3.6: Develop and disseminate the Human Rights Defenders Manual.	Human Rights Defenders Manual	Target: completed by 2023 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.5, 5.6	AD Supported by RMD, LPD, ID, NPM	2021: - 2022: 30,000 2023: 30,000 2024: 30,000 2025: 30,000		★	★		
Activity 11.1.4.1: Provide technical support to NGOs and human rights defenders who are under attack.	# of support activities with HRDs	Target: at least 3 per year (variable) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.5, 5.6	AD Supported by RMD, LPD, ID, NPM	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 11.1.4.2: Contribute to the establishment of national protection systems for human rights defenders, including 'early warning systems', including hotlines and rapid response mechanisms, as recognised in the Marrakech Declaration (2018) and APF's Regional Action Plan on Human Rights Defenders (2021).	Activities to support the establishment of NPS for HRDs	Target: x meetings with relevant agencies Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.5, 5.6	AD Supported by RMD, LPD, ID, NPM	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 11.1.4.3: Report on violations against HRDs to international human rights machinery, through engagement with UN Human Rights Council Special Procedures mandate holders, especially the UN Special Rapporteur on Human Rights Defenders.	# of engagement activities with international system on HRDs	Target: variable Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.5, 5.6	AD Supported by RMD, LPD, ID, NPM	2021: - 2022: 2023: 2024: 2025:		★	★	★	★

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 11.1.4.4: Promote gender equality and mainstream the recognition of Women Human Rights Defenders	# of activities to support women HRDs	Target: 5 targeted activities per year Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.5, 5.6	AD Supported by RMD, LPD, ID, NPM	2021: - 2022: 2023: 2024: 2025:		＊	＊	＊	＊
Activity 11.1.4.5: Raise awareness among private actors about their responsibility to respect the rights of human rights defenders and advise them on actions and measures to ensure that they meet this responsibility.	# of activities on HRDs held with private sector stakeholders	Target: at least 5 per year Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 3.4, 5.5, 5.6	AD Supported by RMD, LPD, ID, NPM	2021: - 2022: 2023: 2024: 2025:		＊	＊	＊	＊

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

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 12.1.1.1: Develop an internal strategy to approach the accreditation process, identifying areas for improvement of performance and evidence of compliance with the Paris Principles.	Internal strategy to approach the accreditation process developed	Target: strategy developed (2023) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.7	CB/ CAD/ LPD Supported by all departments	2021: - 2022: 2023: 2024: 2025:		*			
Activity 12.1.1.2: Advocate the government to amend the Human Rights Commission Act (Article 6) to be fully compliant with the Paris Principles requirement for pluralism.	Human Rights Commission Act 6/2006 amended	Target: by 2024 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.7	LPD/ CB/ CAD Supported by all departments	2021: - 2022: 2023: 5,000 2024: 5,000 2025: 5,000		*	*		
Activity 12.1.1.3: Translate laws, regulations and guidelines used by the Commission into English and publish them on the website to increase HRCM's visibility internationally.	HRCM's procedures and guidelines translated and available on the website	Target: translated guidelines available on the website by 2025 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.7	CB/ CAD/ LPD Supported by all departments	2021: - 2022: 2023: 50,000 2024: 50,000 2025: 50,000		*	*	*	

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 12.1.2.1: Seek legal and technical support from APF in the preparation of the accreditation application.	# of support communications with APF	Target: by 2023 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.7	CB/ CAD / LPD Supported by all departments	2021: - 2022: 2023: 2024: 2025:		*	*	*	
Activity 12.1.2.2: Prepare and submit the accreditation application to GANHRI.	Accreditation application submitted	Target: by 2024 Baseline: none (2021) Data sources: HRCM annual reports; GANHRI-SCA report/ accreditation certificate	SAP Sectors 5.5, 5.7	CB/ CAD / LPD Supported by all departments	2021: - 2022: 2023: 2024: 2025:		*	*	*	

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

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 13.1.1.1: Conduct an internal audit and review of the administrative procedures and processes to identify areas that can be improved for improved efficiency gains.	Internal audit and review of the administrative procedures and processes done	Target: by 2023 Baseline: none (2021) Data sources: Internal Policies	SAP Sectors 5.5	CAD Supported by all departments	2021: - 2022: 2023: 20,000 2024: 2025:		★			
Activity 13.1.1.2: Establish work procedures under emergencies	Work procedures under emergencies established	Target: by 2022 (variable) Baseline: COVID guideline (2020) Data sources: SOPs	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 13.1.1.3: Orient all staff to emergency work procedures	a) # of training sessions b) # of staff trained (gender disaggregated)	Target: a) 2 session; b) all staff trained by 2023 Baseline: none (2021) Data sources: HR Annual report	SAP Sectors 5.5	CAD Supported by all departments	2021: - 2022: 2023: 2024: 2025:		★	★		
Activity 13.1.1.4: Develop guidelines for a hazard-free work environment (covering aspects of occupation health and safety requirements)	Guidelines for a hazard-free work environment developed	Target: by 2023 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 40,000 2024: 2025:			★		

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 13.1.2.1: Undertake a service audit based on customer feedback received on HRCM's services.	Service audit completed	Target: by 2024 Baseline: none (2021) Data sources: Survey/ Focus group discussion	SAP Sectors 5.5	CAD Supported by all departments	2021: - 2022: 2023: 2024: 15,000 2025:				*	
Activity 13.1.2.2: Develop service improvement plans based on customer feedback.	Service improvement plans developed	Target: by 2025 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 2024: 2025: 30,000					*
Activity 13.1.3.1: Create job positions to allow for better representation of persons with disabilities among the staff.	# of persons with disabilities among HRCM staff	Target: 3 by 2024 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		*	*	*	*
Activity 13.2.1.1: Improve the capacity and resources for outreach activities undertaken by the SRO.	# and type of outreach activities undertaken by SRO	Target: 10 major activities per year Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5	SRO Supported by CAD,	2021: - 2022: 80,000 2023: 80,000 2024: 80,000 2025: 80,000		*	*	*	*

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 13.2.2.1: Establish a presence in the northern region to facilitate service delivery closer to the people	Presence of HRCM in the northern region established	Target: Northern Regional Office established by 2025 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 4.1, 5.5	CAD Supported by all departments	2021: - 2022 2023: 7,795,000 2024: 2,719,500 2025: 2,719,500		⋆	⋆	⋆	
Activity 13.2.3.1: Develop internal capacity to provide easy access to HRCM services to persons with disabilities and migrant workers, through sign language translation and interpretation services for common languages spoken by expatriates/ migrants.	Accessibility of HRCM services to PWDs and migrants	Target: 25% increase by 2025 Baseline: none (2021) Data sources: leaflets, videos, programmes by commission	SAP Sectors 2.4, 4.1, 5.5	CAD Supported by all departments	2021: - 2022: 2023: 60,000 2024: 60,000 2025: 60,000		⋆	⋆	⋆	⋆
Activity 13.2.3.2: Provide information to targeted PWDs on physical accessibility to HRCM offices and services	# information sessions/ activities targeted to PWDs on accessibility	Target: information provided Baseline: none (2021) Data sources: leaflets, videos, programmes by commission	SAP Sectors 2.4, 4.1, 5.5	CAD Supported by all departments	2021: - 2022: 2023: 2024: 2025:		⋆	⋆	⋆	⋆
Activity 13.2.3.3: Publish simple guides to lodging human rights complaints and Translate the guides to English, Bangla and other relevant languages.	Translation of the guide to other languages	Target: Bangla (2023); other languages (2024-2025) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sector 5.5	AD Supported by CAD, ID	2021: - 2022: 2023: 20,000 2024: 20,000 2025:		⋆	⋆	⋆	⋆

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

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 14.1.1.1: Strengthen data collection and management for HRCM's Annual Reports	Data collection and management procedures	Target: developed by 2023 Baseline: none (2021) Data sources: Internal procedures	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 14.1.1.2: Timely preparation and submission of legally mandated reports to relevant authorities.	Reports developed and submitted on time	Target: all (variable) Baseline: Annual Report, Human Rights Report, ATS Report (2021) Data sources: HRCM annual reports, Human Rights Reports, ATS Reports	SAP Sectors 5.5	WBPU, RMD, CAD, ID, NPM Supported by all departments	2021: - 2022: 3,000 2023: 3,000 2024: 3,000 2025: 3,000		★	★	★	★
Activity 14.1.1.3: Strengthen the communication of commission decisions to relevant departments through an efficient information sharing protocol.	Timely communication of commission decisions to relevant departments/ staff	Target: streamlined by 2022 Baseline: none (2021) Data sources: Internal Procedures	SAP Sectors 5.5	CB	2021: - 2022: 2023: 2024: 2025:		★	★	★	★

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 14.1.2.1: Improve the 1424 hotline system to help attend to calls more efficiently.	# of calls received and handled on the hotline	Target: # of calls received and handles within 1 hour/ 1 day Baseline: none (2021) Data sources: HRCM annual reports, HRCM website	SAP Sectors 4.8, 5.5	CAD Supported by ID/SRO	2021: - 2022: 2023: 40,000 2024: 60,000 2025: 60,000		★	★	★	★
Activity 14.1.2.2: Upgrade the stock and inventory management system using a robust software solution.	Improved stock and inventory management	Target: by 2023 Baseline: none (2021) Data sources: HRCM maintained Inventory registries	SAP Sectors 4.8, 5.5	CAD	2021: - 2022: 2023: 150,000 2024: 2025:		★	★	★	★
Activity 14.1.3.1: Develop and update internal policies, procedures, guidelines and SOPs to increase efficiency, reduce bureaucratic bottlenecks, and to increase the level of transparency and accountability of staff at all levels.	Internal policies, procedures, guidelines and SOPs to increase efficiency updated	Target: by 2023 Baseline: none (2021) Data sources: SoPS	SAP Sectors 5.5	LPD Supported by all departments	2021: - 2022: 2023: 2024: 2025:		★	★		
Activity 14.1.3.2: Strengthen the process of annual work plan development, implementation and monitoring & evaluation of the work plans.	Annual work plan process carried out effectively	Target: annual Baseline: none (2021) Data sources: AWPs, M&Es	SAP Sectors 5.5	CAD Supported by all departments	2021: - 2022: 2023: 2024: 2025:		★	★	★	★

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 14.1.3.3: Seek and apply for external grants and manage the effectively	# of external grants secured # of external grants completed successfully	Target: a) a) minimum 2 grants per year b) 100% completion Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5	CAD Supported by all departments	2021: - 2022: 2023: 2024: 2025:		⋆	⋆	⋆	⋆
Activity 14.2.1.1: Memorandum of Understanding between HRCM and other relevant parties to delineate the mandates and functional coordination.	# of MOUs singed with other agencies	Target: 3 MOUs by 2025 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 4.8, 5.4, 5.5	CB Supported by all departments	2021: - 2022: 2023: 2024: 2025:		⋆	⋆	⋆	⋆
Activity 14.2.1.2: Establish working relations with relevant state agencies for easy communication and information sharing.	# of communications with relevant agencies	Target: regular Baseline: none (2021) Data sources: Internal Procedures	SAP Sectors 4.8, 5.4, 5.5	CB Supported by all departments	2021: - 2022: 2023: 2024: 2025:		⋆	⋆	⋆	⋆

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

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 15.1.1.1: Undertake a human resources audit and skills inventory to identify areas for improvement in human resources management, including the additional competencies needed for HRCM to effectively carry out its mandate.	Human resources audit done	Target: by 2023 Baseline: none (2021) Data sources: HR audit	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	
Activity 15.1.1.2: Prepare a concept paper on the evolving human resources needs of HRCM and identify specific areas for development.	Concept paper on the evolving human resources needs of HRCM	Target: developed by 2023 Baseline: Training need analysis (2020-2022) (2021) Data sources: Training Need Analysis	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★		
Activity 15.1.1.3: Prepare annual reports on human resource management and development for internal reference.	Annual report on human resource management done	Target: 1 annually Baseline: Training need analysis (2020-2022) Data sources: TNA, Annual HR Management and Training Reports	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 15.1.1.4: Review and update existing Job Descriptions to align them with the human resources needs and the overall functions of HRCM.	Updated job descriptions	Target: by 2023 Baseline: none (2021) Data sources: Annual HR Management and Training Reports	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 15.1.1.5: Prepare a Human Resources Handbook (HR Handbook) identifying the technical institutional arrangements related to hiring, development and career progression for staff.	Human Resources Handbook updated and published	Target: by 2023 Baseline: none (2021) Data sources: Annual HR Management and Training Reports	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 50,000 2024: 2025:		★	★	★	★
Activity 15.1.2.1: An Enterprise Resource Management solution established	Computer-based Resource Management solution established across HRCM (all departments)	Target: by 2023-2024 (modular) Baseline: none (2021) Data sources: Annual HR Management and Training Reports	SAP Sectors 4.8, 5.5	CAD	2021: - 2022: 2023: 500,000 2024: 2025:		★	★	★	
Activity 15.1.2.2: Staff trained to manage human resource related issues using the new system (including attendance, leave, promotion, performance appraisal, etc.)	# of staff trained to use the new HR solution	Target: all staff trained by 2023 Baseline: none (2021) Data sources: Annual HR Management and Training Reports	SAP Sectors 2.2, 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★		

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

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 16.1.1.1: Develop a comprehensive staff capacity development/ competency development plan.	Capacity development/ competency development plan	Target: by 2023 Baseline: TNA (2020-2022) Data sources: Annual HR Management and Training Reports, TNA	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		⋆	⋆		
Activity 16.1.1.2: To establish link to Explore opportunities for staff development	a) Human rights as a national priority area b) # of staff who study under the human rights scholarship/ scheme	Target: a) Human rights as a national priority area set; b) 2 scholarships/scheme by 2025 Baseline: none (2021) Data sources: Annual HR Management and Training Reports	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		⋆	⋆	⋆	⋆
Activity 16.1.1.3: Explore opportunities for continuous participation of HRCM staff in human rights study programmes such as the 1-year Masters in Human Rights – e.g. The Asia Pacific Master of Arts in Human Rights and Democratisation (APMA).	# of opportunities for human rights Master's programme	Target: 2 by 2025 Baseline: none (2021) Data sources: HRCM annual reports, Annual HR Management and Training Reports	SAP Sectors 5.5	CAD	2021: - 2022: 369,000 2023: 369,000 2024: 369,000 2025: 369,000		⋆	⋆	⋆	⋆

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 16.1.1.4: Participation of staff in short-term training, conferences, workshops, seminars and information sessions to enhance the skills and capabilities of staff.	a) # of short trainings and b) # of staff undertaking training	Target: a) 3 trainings; b) 10 staff per year Baseline: none (2021) Data sources: HRCM annual reports, Annual HR Management and Training Reports	SAP Sectors 5.5	CAD	2021: - 2022: 60,000 2023: 50,000 2024: 50,000 2025: 65,000		★	★	★	★
Activity 16.1.1.5: Conduct a training programme for commission staff aimed at enhancing their capacity to investigate human rights violations	# of staff trained on investigations (gender disaggregated)	Target: 2 (2023) and subsequent years Baseline: none (2021) Data sources: HRCM annual reports, Annual HR Management and Training Reports	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 50,000 2024: 50,000 2025: 50,000		★	★	★	★
Activity 16.1.1.6: Conduct training programmes to develop staff skills in working with persons with disabilities (including sign language training).	# of staff trained on sign language (gender disaggregated)	Target: at least 6 staff trained by 2024 Baseline: 0 (2021) Data sources: HRCM annual reports, Annual HR Management and Training Reports	SAP Sectors 5.5	CAD	2021: - 2022: 20,000 2023: 20,000 2024: 20,000 2025:		★	★		

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 16.1.1.7: Provide training for HRCM research team build capacity in research methodology, data analysis and reporting techniques.	# and type of training provided and # trained (gender disaggregated)	Target: a) 2 research trainings (2022); b) at least 5 staff (male, female) trained Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5, 5.6	CAD Supported by RMD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 16.1.1.8: Increase results-oriented technical training and capacity development for NPM staff to improve the monitoring and reporting functions.	# of persons trained (gender disaggregated)	Target: 7 staff trained twice by 2025 Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.1, 5.5, 5.6	CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 16.1.1.9: Provide technical training for investigation officers to use modern forensic tools and techniques in investigating human rights cases (where relevant).	# of trainings and # trained on forensic methodology (gender disaggregated)	Target: IOs and relevant staff – basic training (2022); advanced training (2024) (variable) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 4.8, 5.1, 5.4, 5.5, 5.6	CAD Supported by ID	2021: - 2022: 2023: 40,000 2024: 2025:		★		★	

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 16.1.1.10: Participation of commission employees in training opportunities available in the Maldives	# of staff doing various trainings in Maldives (gender disaggregated)	Target: 3 staff per year Baseline: none (2021) Data sources: HRCM annual reports, Annual HR Management and Training Reports	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 15,000 2024: 15,000 2025: 15,000		★	★	★	★
Activity 16.1.1.11: Conduct soft skills training programmes to promote personal development of employees	# of staff trained on soft skills (gender disaggregated)	Target: 3 programmes per year Baseline: none (2021) Data sources: HRCM annual reports, Annual HR Management and Training Reports	SAP Sectors 5.5	CAD	2021: - 2022: 10,000 2023: 90,000 2024: 90,000 2025: 90,000		★	★	★	★
Activity 16.1.1.12: Intensive training on human rights conventions designed to strengthen the human rights knowledge and commitment of staff	# of staff trained on human rights conventions (gender disaggregated)	Target: annually 30 staff Baseline: none (2021) Data sources: HRCM annual reports, Annual HR Management and Training Reports	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 16.1.1.13: Organise training for HODs on leadership and high performance.	# of staff trained on leadership (gender disaggregated)	Target: 10 staff by 2024 Baseline: none (2021) Data sources: HRCM annual reports, Annual HR Management and Training Reports	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 60,000 2024: 2025: 60,000		★	★	★	
Activity 16.1.1.14: Undertake regular in-house training sessions on relevant laws and procedures in the country that HRCM has to consider and apply in its work and administrative operations.	# of staff who use inhouse training for upskilling (gender disaggregated)	Target: 20 per year Baseline: none (2021) Data sources: HRCM annual reports, Annual HR Management and Training Reports	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 16.1.1.15: Encourage and provide incentives for staff to undertake free online human rights training courses available various MOOC platforms and other courseware (e.g. on APF Community, InforMEA, Coursera, EdX, etc.)	# of staff trained on online platforms (gender disaggregated)	Target: 5 staff (at least 1 training per year by each) Baseline: none (2021) Data sources: HRCM annual reports	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 16.1.2.1: Undertake a review of staffing system and structures to make it more compatible with the organisational needs of HRCM and aligned with the international good practice in recruitment.	Review of staffing system	Target: by 2023 Baseline: none (2021) Data sources: Annual HR Management and Training Reports	SAP Sectors 4.8, 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★		

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 16.1.2.2: Develop and update the procedures for Performance Appraisal of the commission's employees.	Performance appraisal system fully implemented and developed further	Target: by 2022 Baseline: none (2021) Data sources: PA forms, Annual HR Management and Training Reports	SAP Sectors 4.8, 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★			
Activity 16.1.2.3: Make necessary arrangements to fully implement the performance appraisal system of the commission's employees and to prepare the performance appraisal reports	Improvements on the performance appraisal system	Target: by 2023 Baseline: none (2021) Data sources: Annual HR Management and Training Reports	SAP Sectors 4.8, 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★		
Activity 16.1.2.4: Undertake full-fledged induction/ orientation training for all staff, covering the basic knowledge of human rights and the mandate of HRCM.	# of new staff undertaking induction training (gender disaggregated)	Target: 15 (variable) – annually Baseline: none (2021) Data sources: HRCM annual reports, Annual HR Management and Training Reports	SAP Sectors 4.8, 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 16.1.2.5: Conduct an annual refresher camp for all staff to refresh their knowledge on human rights and update them on the work of HRCM.	Annul refresher training and # of staff trained (gender disaggregated)	Target: 1 event / year Baseline: none (2021) Data sources: HRCM annual reports, Annual HR Management and Training Reports	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 16.1.2.6: Provide opportunities for job rotation, to allow staff to learn additional skills and achieve enhanced performance.	# of staff who benefited from job rotation	Target: 3 per year Baseline: none (2021) Data sources, Annual HR Management and Training Reports	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 16.1.3.1: Develop a mentoring and guidance system for new staff to learn the required skills while on the job.	# of staff benefiting from mentoring	Target: 15 per year (variable) Baseline: none (2021) Data sources: Annual HR Management and Training Reports	SAP Sectors 5.5	CAD Supported by AD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 16.1.3.2: Strengthen internal knowledge sharing mechanisms, including knowledge transfer sessions by commissioners and staff who complete trainings, participate in seminars and conferences, etc.	Internal knowledge sharing mechanisms established and strengthened	Target: by 2022 Baseline: none (2021) Data sources: Annual HR Management and Training Reports, Internal procedures	SAP Sectors 4.8, 5.5	CAD Supported by all other departments	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 16.1.3.3: Conduct a staff retreat programme for all staff of the Commission to encourage peer-learning and support.	# of staff retreat programmes	Target: 1 event per year Baseline: none (2021) Data sources: HRCM annual reports, Annual HR Management and Training Reports	SAP Sectors 4.8, 5.5	CAD	2021: - 2022: 45,000 2023: 50,000 2024: 50,000 2025: 50,000		★	★	★	★

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 16.2.1.1: Establish and strengthen an employee grievance mechanism and required procedures to address work-related concerns in a timely manner.	Employee grievance mechanism established	Target: by 2023 Baseline: none (2021) Data sources: Employee Grievance Mechanisms	SAP Sectors 4.8, 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 16.2.1.2: Conduct regular information sessions on combating sexual harassment and abuse in the workplace for all members and staff of the Commission	# of staff who have undertaken training on sexual harassment prevention	Target: 100% by 2022 Baseline: none (2021) Data sources: HRCM annual reports, Annual HR Management and Training Reports	SAP Sectors 4.8, 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 16.2.1.3: Establish and strengthen internal coordination mechanisms and committees to address staff grievances.	# issues addressed through the staff grievance mechanism	Target: (variable) Baseline: none (2021) Data sources: Internal Policies	SAP Sectors 4.8, 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★
Activity 16.2.1.4: Establish and strengthen the work of the Workplace Sexual Harassment Prevention/ Review Committee.	# of issues handled by the Workplace Sexual Harassment Prevention/ Review Committees	Target: (variable) Baseline: none (2021) Data sources: Sexual Harassment Committee Data	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 16.2.1.5: Make necessary arrangements for staff members to receive psycho-social support to address work related trauma.	% of staff who have received psycho-social support.	Target: variable Baseline: none (2021) Data sources: Annual HR Management and Training Reports	SAP Sectors 5.5	CAD	2021: - 2022: 2023: 90,000 2024: 90,000 2025: 90,000		★	★	★	★
Activity 16.2.1.6: Strengthen the mandate and working procedures of the Human Resources Committee to address workplace-related concerns on a timely manner.	# of issues handled by the HR Committee	Target: (variable) Baseline: none (2021) Data sources: HR Committee Data	SAP Sectors 4.8, 5.5	CAD	2021: - 2022: 2023: 2024: 2025:		★	★	★	★

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

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 17.1.1.1: Develop a technology needs plan, identifying various technological solutions that are required for HRCM to streamline its operations.	Technology needs plan developed based on an internal audit of technology requirements	Target: *Yes (2022)* Baseline: *none (2021)* Data sources: *Technology needs report;*	SAP Sectors 4.8, 5.5	CAD	2021: 2022: 10,000 2023: 5,000 2024: 2025:		⋆	⋆		
Activity 17.1.1.2: Update the intranet to provide information and facilitate easier communication to the commission's staff on a timely manner.	Intranet updated to allow easier sharing of documents, updates, and events.	Target: *A fully functional intranet facility established by 2023 via HR system* Baseline: *none* (2021) Data sources: Intranet, HRCM annual reports	SAP Sectors 4.8, 5.5	CAD	2021: 2022: 2023: 2024: 2025:			⋆	⋆	⋆
Activity 17.1.1.3: Develop a social media and community engagement strategy, which identifies the most effective approaches that HRCM can use to reach out to different segments of the society.	Social media and community engagement strategy developed and utilised by 2023	Target: *SM&C Engagement Strategy* by 2023 and implemented Baseline: *none* (2021) Data sources: HRCM annual reports; social media analytics	SAP Sectors 4.8, 5.5	AD Supported by CAD	2021: 2022: 2023: 2024: 2025:			⋆	⋆	⋆

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 17.1.1.4: Upgrade the internal servers and increase the Commission's electronic file storage capacity (internally or through adopting Cloud Storage).	Internal servers upgraded to handle more data and communication protocols by 2024	Target: *Upgraded servers by 2025* Baseline: none (2021) Data sources: Internal servers data	SAP Sectors 4.8, 5.5	CAD	2021: 2022: 2023: 2024: 250,0002025:				★	★
Activity 17.1.2.1: Make the HRCM website more user-friendly and information rich and more visible in Google search engines.	HRCM website is user-friendly and more visible.	Target: *functional and content rich website by end of 2022.* Baseline: migration from the old website (2021) Data sources: HRCM website	SAP Sectors 4.8, 5.5	AD	2021: 2022: 2023: 2024: 2025:		★	★	★	★
Activity 17.1.3.1: Digitalisation of records and workflow of all relevant departments for smoother workflow.	Digitalisation of relevant records as evident in digital databases	Target: *digitalisation of relevant data by 2025* Baseline: *some in digital form* (2021) Data sources: Internal Procedures	SAP Sectors 4.8, 5.5	CAD Supported by all departments	2021: 2022: 2023: 200,000 2024: 200,000 2025:			★	★	★
Activity 17.1.3.2: Establish flexible/ remote-working protocols and procedures to allow for staff to access departmental resources while working from home.	Remote working protocols developed and implemented	Target: *Remote/ flexible working protocol implemented by 2022* Baseline: none (2021) Data sources: Internal Procedures	SAP Sectors 4.8, 5.5	CAD	2021: 2022: 2023: 200,000 2024: 2025:		★	★	★	★

Key Activities	Output indicators	Targets/ Baselines / Means of verification and source	NPI/ SAP	Accountability / responsible department	Resources / budget	Timeline / Milestones				
						2021	2022	2023	2024	2025
Activity 17.1.3.3: Strengthen the data sharing facilities between HRCM head office and SRO, through cloud-based ICT solutions.	Stronger data sharing protocols established between HRCM and regional offices	Target: *Established data sharing solution by the end of 2024* Baseline: No specific facility (2021) Data sources: Internal Procedures	SAP Sectors 4.8, 5.5	CAD	2021: 2022: 10,000 2023: 10,000 2024: 10,000 2025: 10,000		★	★	★	★