

**INSTITUTIONAL DEVELOPMENT PLAN
FOR
HUMAN RIGHTS DEPARTMENT
GOVERNMENT OF SINDH
2022-2027**



TABLE OF CONTENTS

1.	Introduction.....	3
2.	Mandate of Human Rights Department, Government of Sindh	4
3.	Scope of Institutional Development Plan	4
4.	Vision and Mission of Institutional Development Plan.....	7
5.	Major Development Initiatives in the Human Rights Department	8
6.	Key Areas of Focus for Institutional Development Plan	8
7.	Key Outcomes related to the Institutional Development Plan for Human Rights Department	10
8.	Key Interventions under the Institutional Development Plan for Human Rights Department	11
9.	Monitoring Mechanism & Implementation Timelines for Institutional Development Plan	21
10.	Monitoring and Evaluation Framework.....	22
11.	Implementation Plan and Timelines.....	23

1. Introduction

Institutional Development Plan for strengthening of Human Rights Department, Government of Sindh, has been developed based on a comprehensive Gap Analysis / Needs Assessment exercise, undertaken for the sector across Pakistan in discussion with Human Rights Departments / Treaty implementation Cells and related National Commissions by the Huqooq-e-Pakistan Project (financed by the European Union Delegation and led overall by Federal Ministry of Human Rights). This exercise covered the Human Rights Department as well as sector issues related to performance of the whole range of human rights institutions in the province.

Gap Analysis exercise was designed to identify and articulate institutional as well as operational gaps between Pakistan's international human rights commitments and the existing human rights policy and institutional regime in the province. Very importantly, the Gap Analysis and Needs Assessment exercise, as well as the Plan below, placed special focus on achievement of relevant sustainable development goals (SDGs) to the extent of Sindh and the overall regime of rights-based governance.

The exercise sought to analyze core national and international human rights conventions to which Pakistan is a signatory or a party as well as national SDG targets and presented an analysis regarding the degree to which the relevant policy, institutional and operational mechanisms within the province are capable of or constrained in terms of fulfilling these mandates. The Gap Analysis / Needs Assessment exercise also placed a specific focus on the post-Eighteenth Amendment scenario in the provinces with a view to identify bottlenecks and constraints which needed to be addressed for securing protection and promotion of human rights for all citizens of the province.

The Plan presents a comprehensive detail of requisite interventions related to the policy, institutional strengthening, operational and hardware-related reforms for broadening the cause of human rights protection and promotion in the province of Sindh through strengthening of Human Rights Department. The Plan also identifies indicative timelines for implementation of the proposed reform interventions by exploring the available resourcing options (current budget, ADP funding, collaboration with development partners).

The Plan also provides a monitoring and reform tracking matrix for the implementation of the plan in a timely and cost-effective manner.

In addition to this Plan, Human Rights Policy for the province is being developed which will be presented through a separate document. These interventions, will provide the rationale for future programmes (with support of Government of Sindh / development partners) to strengthen resources of Human Rights Department and related mechanisms at the divisional and district level through a coordination mechanism, Social and Behavioral Change Communication (SBCC), development of a SBCC plan to raise awareness on the basic human rights and report for violation among masses, as well as provide input for future legislation or subordinate legislation for grievances redressal.

2. Mandate of Human Rights Department, Government of Sindh¹

Rules of Business assign the following mandate to the Human Rights Department as the custodian of the human rights in the province:

- Dealing with complaints and allegations of human rights violations, rights based data and reports on such complaints from other departments or agencies.
- Referring and recommending investigations and inquiries in respect of an incident of violation of human rights.
- Service matters except those entrusted to the Services, General Administration and Coordination Department.

3. Scope of Institutional Development Plan

The Plan for the Human Rights Department is proposed to cover the following departments/ organizations, related to the human rights mandate in the province:

- Human Rights Department, Government of Sindh
- Directorate of Human Rights
- Sindh Human Rights Commission
- Treaty Implementation Cell

To fulfil its mandate, Human Rights Department engages/coordinates with almost all the line departments of the Government of Sindh, specifically with following departments and stakeholders / citizens of the province:

S. No.	Name of Department	Stakeholder
1.	Home Department For Secretary to Govt. of Sindh	General Public
2.	Universities and Board Department For Secretary to Govt. of Sindh	Students
3.	Food Department For Secretary to Govt. of Sindh	General Public
4.	Local Govt. & HTP Department For Secretary to Govt. of Sindh	General Public
5.	Culture, Tourism & Antiquities Department	General Public

¹ As per Rules of Business

S. No.	Name of Department	Stakeholder
	For Secretary to Govt. of Sindh	
6.	Livestock & Fisheries Department For Secretary to Govt. of Sindh	Farmers
7.	Auqaf, Religious Affairs, Zakat & Ushr Department For Secretary to Govt. of Sindh	General Public, specifically religious factions of society
8.	Work & Services Department For Secretary to Govt. of Sindh	General Public
9.	Excise, Taxation & Narcotics Department For Secretary to Govt. of Sindh	General Public
10.	Population Welfare Department For Secretary to Govt. of Sindh	General Public
11.	Labour & Human Resources Department For Secretary to Govt. of Sindh	Workers/Laborer
12.	Irrigation Department For Secretary to Govt. of Sindh	Farmers
13.	Agriculture Supply & Prices Department For Secretary to Govt. of Sindh	Farmers / General Public
14.	Health Department For Secretary to Govt. of Sindh	General Public
15.	Forest & Wildlife Department For Secretary to Govt. of Sindh	Wild life, General Public
16.	Women Development Department For Secretary to Govt. of Sindh	Women
17.	Transport & Mass Transit Department For Secretary to Govt. of Sindh	General Public
18.	Industries & Commerce Department For Secretary to Govt. of Sindh	Businessmen/industrialists and General Public
19.	Human Settlement Department For Secretary to Govt. of Sindh	General Public
20.	Social Welfare Department For Secretary to Govt. of Sindh	Women, Children, Elderly
21.	Mines & Minerals Department For Secretary to Govt. of Sindh	Businessmen involved in mining business, General

S. No.	Name of Department	Stakeholder
		Public
22.	Rehabilitation/Relief Department For Secretary to Govt. of Sindh	General Public
23.	Energy Department For Secretary to Govt. of Sindh	General Public
24.	Sport & Youth Affairs Department For Secretary to Govt. of Sindh	Youth of the Province / General Public
25.	Empowerment of Persons with Disabilities Department For Secretary to Govt. of Sindh	Persons with disabilities / General Public
26.	Public Health Engineering & Rural Department For Secretary to Govt. of Sindh	Masses living in Rural areas and Technical Resources of the Province
27.	College Education Department For Secretary to Govt. of Sindh	Students / Youth
28.	School Education & Literacy Department For Secretary to Govt. of Sindh	Students / Youth
29.	Environment, Climate Change & Coastal Development Department For Secretary to Govt. of Sindh	Fishermen / General Public
30.	Minorities Affairs Department For Secretary to Govt. of Sindh	Minorities
31.	Finance Department For Secretary to Govt. of Sindh	General Public
32.	Inter Provincial Coordination Department For Secretary to Govt. of Sindh	General Public
33.	Planning and Development Department For Secretary to Govt. of Sindh	General Public
34.	Information and Archives Department For Secretary to Govt. of Sindh	General Public
35.	Works and Services Department For Secretary to Govt. of Sindh	General Public
36.	Law and Parliamentary Affairs Department	General Public

S. No.	Name of Department	Stakeholder
	For Secretary to Govt. of Sindh	
37.	Cooperative Department For Secretary to Govt. of Sindh	General Public

4. Vision and Mission of Institutional Development Plan

Vision: “A right-based society where fundamental rights of the people are enabled and protected by the State as enshrined in the Constitution of Pakistan.”

Mission: “To support and strengthen the Human Rights Department for effective and efficient performance of its mandate in the area of Human Rights Protection, Promotion and Enforcement in line with provisions of Constitution of Pakistan, national and provincial legal framework on human rights as well as various International Conventions, Treaties, Covenants and Agreements to which Pakistan is a party.”

Linking with the vision and mission, stated below are the core values and capacities as appearing below:

Core Values: The Plan seeks to develop and nurture the following core values among human rights professionals by carrying out various capacity building interventions:

- Independence;
- Professionalism;
- Equality;
- Participation;
- Accessibility;
- Accountability;
- Inclusiveness;
- Integrity;
- Effective collaboration for improved performance against the departmental mandate

Core Capacities: Implementation of this Plan will help in developing and nurturing a wide range of requisite core capacities among human rights personnel, including the following:

- Knowledge about core human rights conventions;
- Human rights data collection and documentation systems,
- Human rights reporting procedures;

- Pakistan's international human rights reporting obligations;
- Human rights communication and advocacy skills;
- Pakistan's GSP+ obligations;
- Knowledge of the provisions of the ICCPR, ICESCR and CEDAW as applicable to the departmental mandate;
- Understanding of the process of referring and recommending investigation and enquiries in respect of incident of violation of human rights;
- Familiarity with legislative drafting;
- Research and Data Analysis;
- Familiarity with the modern notions of MIS, Administration and Coordination

5. Major Development Initiatives in the Human Rights Department

Following are the key development interventions initiated by the Human Rights Department in the province:

- Establishment of Human Rights Compliant Cell;
- Human Rights Awareness Campaigns;
- Establishment of Free Legal Aid Centers;
- Activation of Toll-Free number for reporting human rights violations;
- Establishment of Human Rights Complaint Management System;
- Enacting of various laws and acts for the protection of human rights in the province (child rights, Child Marriage Act, Workplace Harassment etc.);
- Human Rights Information Management System;
- Implementation of Action Plan for Human Rights (includes medical, financial and legal aid);
- Activation of Human Rights Department's official website; and
- Establishment of new divisional directorates.

6. Key Areas of Focus for Institutional Development Plan

- Ensuring timely flow of rights based data among federal state institutions, the Human Rights Department and the provincial line departments;
- Formal mechanism of communication among Human Rights Department, provincial departments and federal ministries;

- Filling of vacant positions in Human Rights Department at the secretariat as well as divisional/district levels;
- Deepening of understanding about key international conventions and national as well as provincial pieces of legislation related to human rights;
- Knowledge for handling of complaints and inquiries related to human rights for citizens' grievance redressal;
- Knowledge of International Best Practices in human rights through exposure visits abroad;
- Development of core training modules and handbooks covering major areas related to Human Rights Promotion and Compliance as well as reporting;
- Improved mechanisms for coordination and cooperation between TIC and other line departments;
- Timely placement, orientation and capacity building of human rights focal persons designated in different provincial government departments;
- Development of HRIMS for timely and uniform reporting and information sharing through compatible, standardized and accessible database development;

7. Key Outcomes related to the Institutional Development Plan for Human Rights Department:

Implementation and roll out of the Plan for Human Rights Department is expected to contribute to the following outcomes, in line with the overall vision of the Government of Sindh.

Outcomes:

- Strengthened Human Rights Protection and Promotion Framework in Sindh (**Legal and Policy Reforms**);
- Strengthened provincial and district level institutions for protection and promotion of human rights and regular monitoring and impact assessment through a system of performance reporting and management (**Institutional Strengthening**);
- Improved and effective coordination and communication capacities developed within Human Rights Department;
- Improved coordination and collaboration in all relevant government departments and organizations at the provincial and federal level for strengthening of systems and mechanisms for protection and promotion of human rights in the province (**Collaboration and Partnership**);
- Improved and timely rights based data reporting and analysis mechanism around the whole range of provincial, national and international commitments related to human rights and GSP+ by strengthening of digital governance and ICT-enabled operations (**Reporting and Meeting Statutory Obligations**);
- To build capacity of the Human Rights Department's personnel for enabling them to perform their mandated role as *advocates for protecting human rights and identifying and resolving instances of human rights violations* through enabling legal and policy provision (**Advocacy**);
- Improved human rights protection and grievance redressal regime for all citizens with a special emphasis on marginalized and vulnerable sections of society by ensuring prevention, pursuit and resolution of any violations of laws or legal entitlements enshrined in the provincial legal framework (**Grievance Redressal and Citizens Protection**);
- Effective collaboration with NGOs and Civil Society for promotion and awareness related to human rights themes in Sindh (**Awareness Raising and Information Dissemination**);

8. Key Interventions under the Intuitional Development Plan for Human Rights Department

Thematic Area	Activity	Coverage and Scope	Implementation Responsibility	Time Frame**	Key Performance Indicators	Financial implications
Institutional Strengthening	Filling of vacant posts and recruitment of fresh personnel as per approved organogram and sanctioned posts of Human Rights Department, TIC & Directorate of Human Rights	HR Department, TIC Cell & Directorate	HR Department	Medium- term	Filled vacant positions	Government of Sindh (budget or special grants) OR External resources arranged by the Sindh Government
Strengthening TIC	<p>Strengthening of Treat Implementation Cell for enabling it to lead on</p> <ul style="list-style-type: none"> • Compliance of Treaty Obligations received from UN / EU • Segregation of Quarterly Reports from Federal Govt. • Dissemination of Observations / Concerns to Provincial Departments • Collection and Consolidation of Responses • Transmission of Reports to Federal Govt. • Harmonization of provincial laws as per international HR compliance regime 	Treaty Implementation Cell	HR Department -	<p>Short-term</p> <p>Medium-term</p> <p>Medium-term</p>	Effective reporting mechanism	Government of Sindh (routine budget or special grants)

Thematic Area	Activity	Coverage and Scope	Implementation Responsibility	Time Frame**	Key Performance Indicators	Financial implications
	<ul style="list-style-type: none"> • Capacity Building of TIC as a full-time expert position is already approved for TIC (on contract basis) • Institutionalization of regular and periodic Consultation with all relevant Provincial Stakeholders for smooth roll-out of the HR implementation plan (Convenorship of TIC was earlier with Secretary Law Department but is now expected to be assigned to Secretary Human Rights Department for effective coordination and achievement of desired results in human rights promotion in the province) • Placement of Communication and Reporting Specialist with TIC under the overall lead of TIC Coordinator 					
Capacity Enhancement	Fresher Pre-Service and In-service Training (up to one-week duration) in the following Technical Capacity areas, related to Provincial Human Rights Sector mandate in the following areas	Human Rights Department, HR Directorate, HR Commission, TIC	HR Department	Medium-term and Recurring	Trained and Capable Human Resource	Government of Sindh (routine budget or special grants) OR External resources arranged by the Sindh Government

Thematic Area	Activity	Coverage and Scope	Implementation Responsibility	Time Frame**	Key Performance Indicators	Financial implications
	<ul style="list-style-type: none"> Core human rights conventions; Human rights data collection and documentation; Human rights reporting procedures; Pakistan's international human rights reporting obligations; Human rights communication and advocacy; Report writing in line with international standards/obligations; Human rights data collection and documentation; Pakistan's domestic legal framework; Core human rights conventions, specifically substantive provisions of CEDAW, UNCRC and ICRPD 					
Capacity Enhancement	<p>Fresher Pre-Service and In-service Training in the following Management & Administrative Capacity areas, related to Human Rights Department and Directorate mandate of up to three days</p> <ul style="list-style-type: none"> (Project Management Skills; Financial Management Skills; Personnel and Team Management Skills; 	HR Department, HR Directorate, HR Commission, TIC	HR Department	Medium-term and Recurring	Trained and Capable Human Resource	Government of Sindh (routine budget or special grants) OR External resources arranged by the Sindh Government

Thematic Area	Activity	Coverage and Scope	Implementation Responsibility	Time Frame**	Key Performance Indicators	Financial implications
	<i>Mentoring Skills; Political Consensus Building Skills & Leadership Skills; Understanding of ICT systems and procedures & Human Rights Information Management System (HRMIS); HR Management capabilities & Performance Management System; Office Management Capacities; Online and digital performance evaluation system to monitor employee performance and improve accountability)</i>					
Capacity Enhancement	<p>Training on Human Rights theory, global practices, and related issues</p> <ul style="list-style-type: none"> (Extent of each training – 3 Days; Number of trainings – 3, through international or lead national expert) 	Senior and middle level officials in HR Department and HR Directorate	HR Department	Medium-term and Recurring	Trained and Capable Human Resource	Government of Sindh (routine budget or special grants) OR External resources arranged by the Sindh Government
Capacity Enhancement	<p>Training on Human Rights sector performance, indicators and KPIs with a focus on Sindh</p> <p>(Extent of each training – 3 Days; Number of trainings – 3,</p>	HR Department and HR Directorate	HR Department	Medium-term and Recurring	Trained and Capable Human Resource	Government of Sindh (routine budget or special grants) OR External resources

Thematic Area	Activity	Coverage and Scope	Implementation Responsibility	Time Frame**	Key Performance Indicators	Financial implications
	through international or lead national expert)					arranged by the Sindh Government
Institutional Capacity Building	Hiring and placement of sector experts for leading on pre-service and in service training for officers of HR department as well as all other relevant departments/focal persons for TIC reporting; such experts to cover core HR thematic areas such as labor sector treaties, environment sector treaties etc.	HR Department, Directorate of HR and line departments of Government of Sindh	HR Department	Short to Medium-term and Recurring	Trained and capable human resources across line departments and effective reporting	Government of Sindh (routine budget or special grants) OR External resources arranged by the Sindh Government
Streamlining of TIC Reporting	Development of a manual for streamlining and standardizing reporting for Treaty Obligations by relevant departments & TIC (for reporting of treaty obligation/for coordination between federal and provincial government and provincial departments and districts/For provision of training)	Treaty Implementation Cell and Focal Persons in relevant Departments	TIC and HR Department	Medium-term	Approved Manual	Government of Sindh (routine budget or special grants) OR External resources arranged by the Sindh Government
Strengthening Investigation and Complaint Redressal Mechanism	Development of Guidelines for conduct of investigation and inquiries in HR cases by Human Rights Department and Directorate	HR Department, HR Commission and HR Directorate	HR Directorate	Medium-term	Approved and Notified Guidelines	Government of Sindh (routine budget or special grants) OR External resources arranged by the Sindh Government

Thematic Area	Activity	Coverage and Scope	Implementation Responsibility	Time Frame**	Key Performance Indicators	Financial implications
Strengthening Investigation and Complaint Redressal Mechanism	Financial and technical support for development of a strong referral mechanism and efficient coordination among HR Department as well as all relevant departments / field formations for effective redressal and follow up in cases of infringement of human rights.	HR Department and concerned line departments	HR Department	Medium- term	Approved Referral Mechanism	Government of Sindh (routine budget or special grants) OR External resources arranged by the Sindh Government
Communication and awareness	Development of a Comprehensive Communication Strategy for HR Department with an objective to promote and highlight its achievement and for nurturing a culture of rights-based governance in the province; newly and soon-to-be-created post of HR Research & Communication Officer/Expert to take lead on this intervention	HR Department	HR Department	Short-term and recurring	Approved Communication Strategy and Roadmap	Government of Sindh (routine budget or special grants) OR External resources arranged by the Sindh Government
Strengthening of ITC Cell	Establishment and Strengthening of IT Cell within HR department through hiring/placement of technical staff/permanent IT officers to operationalize HRIMS and Operational Management Systems within HR Department	HR Department	HR Department & HR Directorate	Short to Medium-term	Functional ITC cell	Government of Sindh (routine budget or special grants) OR External resources arranged by the Sindh Government

Thematic Area	Activity	Coverage and Scope	Implementation Responsibility	Time Frame**	Key Performance Indicators	Financial implications
Standardization of reporting obligations	Development of Manual/Guidelines for oversight and implementation of HR obligations by Provincial Government's Focal Persons on HR and the District Administration; such manuals to be developed by sector experts or experienced consultants and provide SOPs and structured protocols for dealing with relevant aspects of HR reporting regime	HR Department, directorate, line departments and district management	HR Department	Medium-term	Approved standardized manuals and guidelines	Government of Sindh (routine budget or special grants) OR External resources arranged by the Sindh Government
Needs assessment for Human Rights legislation	Brainstorming and consultations for devising policy framework and potential (enhancement) legislation for promotion of human rights as well as standardization of grievance redressal mechanism for violation of these rights in Sindh	HR Department and concerned line departments	HR Department and concerned line departments	Medium to Long-term	New Policy or Legal Framework for Human Rights Legislation in Sindh	Government of Sindh (routine budget or special grants) OR External resources arranged by the Sindh Government
International Exposure Visits	Exposure visits to International HR organisations for Officers of Human Rights Department and Directorate/TIC	HR Department and HR Directorate	HR Department	Short to Medium-term	Study and Exposure Visit Reports	Government of Sindh (routine budget or special grants) OR External resources arranged by the Sindh Government

Thematic Area	Activity	Coverage and Scope	Implementation Responsibility	Time Frame**	Key Performance Indicators	Financial implications
Institutional Capacity Building	Establishment of additional Divisional Level Offices of Human Rights Department in three Divisional Headquarters along with creation of one post of a dedicated Human Rights officer in all districts of Sindh for providing grass-root level support to the agenda of Human Rights Protection and Promotion in the province; Technical Capacity Building and Logistics Support to be provided to these new establishments of Human Rights Department	HR Department and Directorate	HR Department	Short Term and Recurring	Approved SNE and Budgetary Provision on Current as well as Development Side	Government of Sindh (routine budget or special grants) OR External resources arranged by the Sindh Government
Logistics Support	Provision of Equipment, Hardware and ICT support facilities for augmenting technical capacities of HR department/organizations in areas of data collection, reporting and grievance redressal	HR Department, Directorate and TIC	HR Department	Short-term and recurring	Well-equipped infrastructure	Government of Sindh (routine budget or special grants) OR External resources arranged by the Sindh Government
Institutional Strengthening	Training for call center staff for effective operation of Human Rights complaint management system.	HR Department and HR Directorate	HR Department	Short-term and recurring	Trained human resource for call centre	Government of Sindh (routine budget or special grants) OR External resources

Thematic Area	Activity	Coverage and Scope	Implementation Responsibility	Time Frame**	Key Performance Indicators	Financial implications
						arranged by the Sindh Government
Institutional Strengthening	<p>Engagement of Subject Matter Experts (SMRs) to work with Provincial HRD:</p> <p>a) To ensure the effective implementation of Sustainable Development Goals (SDGs)</p> <p>b) Digital Media Content Creator</p> <p>c) Climate Change/Environment expert</p> <p>d) Technical assistance/Young Expert</p> <p>e) Legal Advisor/Law officer</p>	HR Department, Directorate and TIC	HR Department	Medium-term	SMRs contracted for the specialized tasks	Government of Sindh (routine budget or special grants) OR External resources arranged by the Sindh Government
Institutional Development	<p>A programme to be designed for Divisional and District officers for:</p> <p>a) Creating a coordination mechanism</p> <p>b) Social and behavioral change communication: Development of a SBCC plan to raise awareness on the basic rights and report for violation among masses.</p>	HR Department and Directorate	HR Department	Medium-term	Program funded by Government of Sindh / Donor	Government of Sindh (routine budget or special grants) OR External resources arranged by the Sindh Government

Thematic Area	Activity	Coverage and Scope	Implementation Responsibility	Time Frame**	Key Performance Indicators	Financial implications
	c) Legislation or subordinate legislation for grievances redressal to be mentioned as part of the policy and strategic framework					

****Definition of timeframe:**

- Short-term (One to One and Half Year)
- Medium-term (Two to Three Years)
- Long-term (Three to Five Years)

9. Monitoring Mechanism & Implementation Timelines for Institutional Development Plan

The Implementation of the Plan for the Human Rights Department and the Human Rights Directorate is proposed to be overseen by a comprehensive internal and external monitoring regime. For monitoring purposes, the Directorate and Department will mobilise internal (*own source budgets*) and external (*donor supported resources*) for ensuring timely implementation of the Plan.

The Plan envisages implementation of a wide range of clearly spelled out interventions across seven thematic areas, covering individual as well as organisational capacity building. These interventions are proposed to be financed through ADP, current budget and any prospective technical support from international development partners. The Human Rights Department as well as the directorate will ensure monitoring of these interventions as per the Key Performance Indicators and implementation responsibility details which have been reflected in the plan.

M&E approaches are expected to be further refined for ensuring a multi-stakeholder and participatory process for the ownership of M&E framework. The actual roll out of M&E plan for gauging progress on the Plan will be undertaken by both – the department and directorate through agreed reporting protocols and SOPs developed in line with institutional development roadmap for Human Rights Department and Directorate. A dedicated M&E focal person will be designated at the Directorate of Human Rights to keep track of the progress on the Plan and mutually agreed timelines. Such designated focal person for M&E will be expected and required to continuously maintain regular liaisons with counterparts within the department/directorate as well as across the whole of provincial government through designated focal persons, for reporting, quality assurance and third-party validation. M&E lead shall also follow-up with relevant stakeholders on the status of the implementation of the capacity building interventions besides reporting from time to time for in-house course correction on needs basis. M&E reports generated through this process will be placed before senior leadership of Human Rights Department in progress review meetings for progress stock take and resolution of implementation hurdles. Any remedial and course correction recommendations will also be monitored by the M&E lead for ensuring smooth implementation. The evidence generated through M&E reporting will help the government and other relevant stakeholders to improve roll out of strategic as well as operational level institutional strengthening reforms at organisational and sector level.

10. Monitoring and Evaluation Framework

M&E Framework Tasks	Outputs and Deliverable	Implementation Responsibilities
Initiation of M&E activities for Capacity Building Measures within Department and Directorate	Monthly and Quarterly Progress Reporting against Institutional Development Plan Milestones/KPIs	M&E lead
Resource Mobilisation	Subject to the availability of the resources for monitoring activities	M&E lead to liaise with SO Development in the Administrative Department for mobilizing human and material resources in support of functioning of a robust M&E system
Development of Monitoring Systems	HR Department will supervise donor activities	M&E lead to liaise with SO Development in the Administrative Department for mobilizing human and material resources in support of functioning of a robust M&E system
Reporting	M&E work stream develops and shares progress reports on roll out of Institutional Development Plan	M&E Lead
Evaluations	Annual Performance Evaluations and Assessment of the impact of Institutional Development Interventions	Administrative Department
Knowledge Products	Policy Briefs and Position Papers covering performance of Human Rights sector departments in Sindh province and impact for Human Rights Compliance and Vigilance Regime	HR Directorate and Administrative Department

11. Implementation Plan and Timelines

Sr. No.	Intervention under Institutional Development Plan	Implementation Responsibility***	Time frame
1.	Review and Approval of Human Rights Department and Directorate's Plan	HR Department/Directorate	Short-term
2.	Approval of SNE, creation of new positions, filling of vacant positions provision of budget under appropriate head for roll out of the Plan	HR Department/Directorate	Short-term
3.	Hiring of Experts for development of training modules and manuals material	HR Department/Directorate	Short-term
4.	Development and Approval of Capacity Building and Training Plan as per approved the Plan	HR Department/Directorate	Short-term
6.	Approval of the Plan, HR Capacity Building and Induction/Orientation Manuals and SOPs	HR Department/Directorate	Short-term
7.	Roll-out of the Plan Interventions across HR sector in the province	HR Department/Directorate	Short-term
8.	Monitoring, Reporting and Quality Assurance of Institutional Development Plan	HR Department/Directorate	Mid-term
9	Internal as well as external/third party evaluation of plan and reforms	HR Department/Directorate	Mid-term
10	Lessons Learning and Research Dissemination Events	HR Department/Directorate	Rolling

***Worthy Secretary, Human Rights Department to assign implementation responsibilities with Administrative Department and Directorate as deemed necessary.