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FOREWORD

Success requires concerted advance-planning and strategic positioning to happen. This is more poignant in achieving the mandate of an organization which uses people to carry out its operations. The people tasked with fulfilling an organization’s mission and goals are often themselves at cross-purposes and need guidance in order to move with a common purpose. Determining such a common purpose, vision, objectives and goals is therefore essential in ensuring that an organization functions and operates as a single homogeneous unit. An organizational strategic plan is a key instrument for forging unity of purpose. It is the blueprint which sets out the organization’s vision, mission, goals and strategies for achieving them.

It gives me great pleasure, therefore, to present to you the 4th Strategic Plan (2018-2022) of the Malawi Human Rights Commission. The development of this Strategic Plan reflects the Commission’s commitment to ensure the effective, efficient and responsive delivery of its mandate. The Strategic Plan repositions the Commission by refocusing its strategic outcomes, outputs and strategies in line with the SWAP approach. In it, the Commission has made every effort to deliver on its mandate amidst severe financial constraints by using high impact interventions in the promotion and protection of human rights. Indeed, the new Strategic Plan represents a substantial paradigm shift in the implementation of the Commission’s mandate.

The Commission, as Malawi’s National Human Rights Institution (NHRI), is legally mandated to lead in the promotion and protection of human rights in the broadest sense possible throughout Malawi. This Strategic Plan is designed to guide the Commission in fulfilling this statutory mandate by adequately responding to the human rights needs of the people of Malawi, especially those who are prevented by economic, social or political circumstances from fully enjoying their rights. It is also noteworthy that recently the Commission has taken on two additional responsibilities; namely to ensure the enforcement and oversee the implementation of the Gender Equality Act of 2013 and the Access to Information Act of 2017 respectively. These additional roles heighten the need for the Commission to streamline its operations in order for it to cover its expanded mandate within the same limited resource envelope. The 2018-2022 Strategic Plan therefore, is not just a survival toolkit but a reconstructive process to re-engineer and re-direct the focus of the Commission. In response to this reality, therefore, the Strategic Plan has integrated these additional responsibilities into its core functions and operations for the next five (5) years.

As stated above, the Commission finds itself operating in an overly resource-constrained environment which poses challenges to the successful implementation of the Strategic Plan. For this reason, I appeal for more resources to enable the Commission to implement this Strategic Plan. On its part, the Commission undertakes to continue working hard and more efficiently to ensure customer satisfaction in the delivery of its mandate and also maintenance of its well-deserved “A” status with the Global Alliance of National Human Rights Institutions (GANHRI). The
Commission will also continue to benefit from its networking and collaboration with Government ministries, departments and agencies; development partners; the media; civil society organizations (CSOs), international treaty bodies and other organizations which work in the area of protection and promotion of human rights.

I must therefore, express my sincere thanks to the Government, development partners, media, civil society organizations, and various stakeholders too numerous to mention, for their contributions towards the development of this Strategic Plan. In particular, I would like to thank the United Nations Development Programme (UNDP) for the financial support and the Commissioners, Executive Secretary and management at the Commission for working tirelessly in coming up with this Strategic Plan. In the same vein, I would also request everyone to continue supporting the Commission to ensure successful implementation of this Strategic Plan.

Justin Kusamba Dzonzi

CHAIRPERSON
ACKNOWLEDGEMENTS

This is the fourth Strategic Plan since the establishment of the Commission in 1999 and it covers the period 2018 to 2022. It is a follow-up to the third Strategic Plan which expired in 2015. While the current Strategic Plan aims at raising the ‘’bar of excellence’’ in service delivery, it draws lessons from the implementation of the previous Strategic Plan. Resultantly, the process of developing this Strategic Plan was consultative and participatory.

The Commission consulted various stakeholders such as Government ministries, departments and agencies, development partners, media, civil society organizations, and various stakeholders and is profoundly grateful to all these for their input. The Commission also appreciates the financial support given by United Nations Development Programme (UNDP) towards the development of the Strategic Plan.

The tireless efforts of the members of the Strategic Plan Taskforce cannot go without notice. The Taskforce comprising Commissioners Mr. Dalitso Kubalasa, Mr. Stephen Nkoka, Mrs. Bertha Sefu, Mr. Benedicto Kondowe and Reverend Mr. Patrick Semphere, the Deputy Executive Secretary Mr. Winston Mwafurirwa and the Director of Corporate Services Mr. Frank Chisambula, accomplished an impressive task in developing this Strategic Plan. The Taskforce enjoyed concerted support, guidance, and various inputs from the Commission Chairperson Mr. Justin Dzonzi and Commissioners Mr. Baldwin Chiyamwaka, Mrs. Gertrude Hiwa and Mrs. Martha Mwangonde. The Commission is grateful to these.

Finally, special thanks also go to the Executive Secretary, Mr. David Nungu, for his technical leadership and input into the refinement of the Draft Strategic Plan. Thanks also go to all Directors, Deputy Directors, Members of staff and support staff of the Commission for their dedication towards and for the finalization of this Strategic Plan. The Commission also acknowledges the expertise, participation, and contribution of the Malawi Institute of Management (MIM) in undertaking a situational analysis which in part informed the development of this Strategic Plan.

It is the sincere hope of the Commission that this Strategic Plan will continue to receive unwavering support from all the stakeholders to ensure the full realization of the Commission’s mandate in the effective promotion and protection of human rights in Malawi.
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<tr>
<td>ACB</td>
<td>Anti-Corruption Bureau</td>
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<tr>
<td>ACHPR</td>
<td>African Charter on Human and Peoples’ Rights</td>
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<tr>
<td>ADR</td>
<td>Alternative Dispute Resolution</td>
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<td>AIDS</td>
<td>Acquired Immune Deficiency Syndrome</td>
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<td>ATIA</td>
<td>Access to Information Act</td>
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<td>AYISE</td>
<td>Active Youth Initiative for Social Enhancement</td>
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<td>CBOs</td>
<td>Community Based Organizations</td>
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<tr>
<td>CEDAW</td>
<td>Convention on Elimination of Discrimination Against Women</td>
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<td>CRC</td>
<td>Convention on the Rights of the Child</td>
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<td>CSOs</td>
<td>Civil Society Organizations</td>
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<td>DGSS</td>
<td>Democratic Governance Sector Strategy</td>
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<td>ESCR</td>
<td>Economic, Social and Cultural Rights</td>
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<td>FBOs</td>
<td>Faith Based Organizations</td>
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<td>GANHRI</td>
<td>Global Alliance of National Human Rights Institutions</td>
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<td>GBV</td>
<td>Gender-based Violence</td>
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<td>HIV</td>
<td>Human Immuno-deficiency Virus</td>
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<td>HRBA</td>
<td>Human Rights Based Approach</td>
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<td>ICCPR</td>
<td>International Covenant on Civil and Political Rights</td>
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<td>ICESCR</td>
<td>International Covenant on Economic, Social and Cultural Rights</td>
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<td>ICT</td>
<td>Information and Communications Technology</td>
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<tr>
<td>IEC</td>
<td>Information, Education and Communications</td>
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<td>LAB</td>
<td>Legal Aid Bureau</td>
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<td>MDAs</td>
<td>Ministries, Departments and Agencies</td>
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<td>Malawi Human Rights Commission</td>
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<td>MoU</td>
<td>Memorandum of Understanding</td>
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<td>Acronym</td>
<td>Full Form</td>
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<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>National Human Rights Institution</td>
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<td>NSO</td>
<td>National Statistical Office</td>
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<td>ORT</td>
<td>Other Recurrent Transactions</td>
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<td>PSD</td>
<td>Programme Support Document</td>
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<td>SDGs</td>
<td>Sustainable Development Goals</td>
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<td>SGBV</td>
<td>Sexual and Gender-based Violence</td>
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<td>SO</td>
<td>Strategic Outcome</td>
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<td>SOPs</td>
<td>Standard Operating Procedures</td>
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<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities and Threats</td>
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<tr>
<td>TBV</td>
<td>Traditional Birth Attendant</td>
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<td>TORs</td>
<td>Terms of Reference</td>
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<td>UDHR</td>
<td>Universal Declaration of Human Rights</td>
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<tr>
<td>UNV</td>
<td>United Nations Volunteer</td>
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<td>YFHS</td>
<td>Youth Friendly Health Services</td>
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EXECUTIVE SUMMARY

The Malawi Human Rights Commission (the Commission) is an independent national human rights institution (NHRI) established by the Constitution of the Republic of Malawi under section 129, with the primary function of protecting and investigating violations of the rights accorded by the Constitution or any other law. The duties and functions are further specified in the Human Rights Commission Act; the Gender Equality Act and the Access to Information Act.

In order to ensure a guided implementation of its mandate, the Commission has been developing Strategic Plans ever since its establishment. The current Strategic Plan (2017-2022) is the fourth. Its aim is to reposition the Commission as a leader in the protection and promotion of Human Rights in Malawi by promoting efficient, effective and responsive delivery of its legal mandate. This Strategic Plan intends to achieve four (4) strategic outcomes in the next five years, namely:

- Strategic Outcome (SO) 1: Enhanced efficiency, effectiveness and responsiveness in the protection and investigation of violations of human rights;
- Strategic Outcome (SO) 2: Improved rights based culture at all levels of the society;
- Strategic Outcome (SO) 3: Enhanced availability and accessibility of up-to-date and relevant human rights information and knowledge; and
- Strategic Outcome (SO) 4: Increased accessibility to the services and visibility of the Commission

These outcomes will be achieved through the following strategic objectives:

- To strengthen the Complaints’ Handling System and Procedures of the Commission;
- To strengthen the technical capacity of the Commissioners and Members of staff to undertake effective, efficient and responsible complaint handling;
- To enhance the efficiency, effectiveness and responsiveness of the management structure of the Commission;
- To improve the resource base of the Commission;
- To enhance compliance with, and adherence to the principles of equality and non-discrimination in both the public and private sectors, including civil society organizations;
- To ensure increased responsiveness of legislation, policies, regulations, administrative decisions, procedures, Bills and administrative proposals to human rights standards in both public and private sectors;
- To empower the people to demand recognition, respect, promotion and protection of their human rights;
- To establish a One-Stop-Human Rights-Information Centre at the Commission;
- To promote culture of seeking human rights information among the people of Malawi;
- To improve the knowledge and capacities of Commissioners and members of staff in human rights issues;
• To decentralize mechanisms for accessing the services of the Commission;
• To improve levels of confidence by complainants in the ability of the Commission to timely address complaints and ability to provide effective remedies there-to;
• To enhance the role of the media in human rights protection and promotion; and
• To strengthen the Commission’s interface with other stakeholders at all levels.

The Commission has set down the following strategies for the attainment of the foregoing outcomes and strategic objectives:

• Enhancing the mechanisms for complaints handling;
• Developing Complaints’ Handling Skills and Knowledge among Commissioners and members of staff;
• Implementing a Human Rights Professional Development Programme;
• Re-organizing the structural and administrative set up of the Commission;
• Mobilizing Resources and Fundraising;
• Strengthening accountability for resources and results;
• Building the rights-based capacities of service providers and duty bearers;
• Undertaking human rights monitoring in MDAs, Corporate Entities and CSOs;
• Examining the status and effects of legislation, policies, administrative decisions, provisions used in and proposals and Bills originated by the both public and private sectors for human rights compliance;
• Undertaking Social Accountability in the delivery of services among duty bearers;
• Intensifying human rights awareness campaigns;
• Enhancing the research and knowledge management capability of the Commission;
• Profiling the Human Rights Resource Centre;
• Enhancing the inclusivity to access to human rights information;
• Strengthening the human rights knowledge base of Commissioners and members of staff of the Commission;
• Networking with other human rights institutions;
• Enhancing the human rights monitoring mechanism of the Commission;
• Strengthening the working relationship with both print and electronic media houses;
• Strengthening the National Human Rights Forum and;
• Reintroducing the Human Rights Thematic Committees of the Commission.
CHAPTER 1

1. BACKGROUND

1.1. Introduction
The Malawi Human Rights Commission (the Commission) is an independent national human rights institution (NHRI) established by the Constitution of the Republic of Malawi (the Constitution) under section 129 with the primary function of protecting and investigating violations of the rights accorded by the Constitution or any other law. Under section 130 of the Constitution, the Commission has, “with respect to the applications of an individual or class of persons, or on its own motion, such powers of investigation and recommendations as are reasonably necessary for the effective promotion of the rights conferred by or under the Constitution, or any other written law”. The Commission, however, does not have judicial or legislative powers.

The Commission started its operations in 1999 following the enactment of its enabling legislation, the Human Rights Commission Act (hereinafter referred to as the HRCA) in 1998. Section 12 of the HRCA, states that the mandate of the Commission is to promote and protect human rights in Malawi in the broadest sense possible and to investigate violations of human rights on its own motion or upon complaints received from any person, class of persons or body. Section 13 of the HRCA provides for the duties and functions of the Commission whereas section 14 provides for its responsibilities.

Among others, the Commission has the following duties and functions:

(a) To act as a source of human rights information for the Government and the people of Malawi;

(b) To assist in educating the public on, and promoting awareness and respect for, human rights;

(c) To promote more particularly the human rights of vulnerable groups, such as children, illiterate persons, persons with disabilities and the elderly;

(d) To consider, deliberate upon, and make recommendations regarding any human rights issues, on its own volition or as may be referred to it by the Government;

(e) To study the status and effect of legislation, judicial decisions and administrative provisions for the protection and promotion of human rights and to prepare reports on such matters and submit the reports, with such recommendations or observations as the Commission considers appropriate, to the authorities concerned or to any other appropriate authorities;

(f) To perform any other function which the Government may assign to the Commission in connection with the duties of Malawi under those international agreements in the field of...
human rights to which Malawi is a party, without derogation from the fact that the
Government shall remain primarily responsible for performing such functions.

Further, the Commission has the following responsibilities:

(a) To submit to the President, Parliament or any other competent authority, on an advisory
basis, either at the request of the President, Parliament or such other authority or on its
own volition, its opinions, recommendations, proposals or reports on any matters
concerning the protection and promotion of human rights;

(b) To examine any legislation, judicial decisions or administrative provisions in force as
well as Bills and administrative proposals and make recommendations as it considers
appropriate in order to ensure that such legislation, judicial decisions, administrative
provisions, Bills and administrative proposals conform to the fundamental principles of
human rights;

(c) Where necessary, to recommend the adoption of new legislation or administrative
provisions, or the repeal, replacement or amendment of legislation or administrative
provisions in force and relating to human rights;

(d) To comment publicly or as it sees fit on any general or specific situation of violation of
human rights and to recommend initiatives or measures to put an end to such situation;

(e) To promote ratification by Malawi of any international human rights instruments;

(f) to promote the harmonization of national legislation and practices with international
human rights instruments to which Malawi is a party and to promote and monitor their
effective implementation;

(g) To contribute to the reports which Malawi is required to submit pursuant to treaty
obligations and where necessary, express its opinions on the subject matter but always
with due regard to its status as an independent national institution;

(h) To co–operate with agencies of the United Nations, the Organization of African Unity,
the Commonwealth and other multilateral or regional institutions and national institutions
of other countries which are competent in area of protection and promotion of human
rights;

(i) To assist in the formulation of programmes for the teaching of, and research in, human
rights and, where appropriate, to take part in their execution in institutions and other
bodies, including in schools, universities and professional circles; and

(j) To publicize human rights with the aim of increasing public awareness.

Recently, the Gender Equality Act (Cap 25:06) and the Access to Information Act, 2017
(hereinafter referred to as “the GEA” and “the ATIA” respectively) have given the Commission
added responsibilities to ensure enforcement of the Gender Equality Act and to have oversight
over the implementation of the Access to Information Act. Consequently, the Commission has
been mandated to oversee the enforcement and the implementation of the GEA and the ATIA
respectively.
Since its establishment in 1998, the Commission’s operations have been guided by Strategic Plans. So far, the Commission has developed and implemented three Strategic Plans with the latest expiring in December 2015. While waiting for the development and adoption of this Strategic Plan, the Commission continued to base its operations on the 2011-2015 Strategic Plan and more importantly, on the Constitution, the HRCA, the GEA and the ATIA. It must be noted that the gap between 2016 and part of 2017 was due to the delayed swearing-in of Commissioners, which affected the Commission’s ability to come up with another Strategic Plan. This current Strategic Plan covers the period January, 2018 to December 2022.

1.2. Rationale for the Development of the Strategic Plan

The Commission has been in existence for at least the past 19 years and its operations have consistently been guided by five-year Strategic Plans. As time has passed, the Commission has continuously strived to find the best way of fulfilling its mandate. This has been done by, among other things, introducing structural and administrative changes; re-directing its operational focus; increasing its resource base; and increasing the number of Commissioners from the original five (5) appointed Commissioners to seven (7) and now to 8. This brings the total number of Commissioners to ten (10) inclusive of the Ombudsman and the Law Commissioner. Again, as pointed out in 1.1 above, this is in step with the recent developments, as the Commission has been assigned additional responsibilities under the Gender Equality and Access to Information Acts. Although the core nature of these additional responsibilities still fall within broader human rights norms, these new pieces of legislation create specialized responsibilities in areas in which the Commission had previously not developed adequate capacity and experience. The 2018-2022 Strategic Plan, therefore, does not only set the new focus of the Commission, it is also premised on the Commission’s triple statutory mandate.

Through the 2018-2022 Strategic Plan, the Commission sets out not only new strategic sights and operational aspirations, but it seizes the opportunity to venture into new terrain and create the necessary human, material and financial resource capacities with which to meet the demands of its expanded mandate. In it, the Commission maps out the vision, mission, and values that will guide the future direction and operations of the Commission in the next five years. Specifically, the Commission intends to promote and protect human rights in an effective, efficient, professional, impartial, and non-partisan manner in Malawi. In doing so, the Strategic Plan is guided by the following aspirations:

(a) To reposition the Commission strategically as a leader in the promotion and protection of human rights in Malawi. This calls for the identification and realization of its special niche and unique success factors and her comparative advantage(s) over other human rights players and institutions in promoting and protecting human rights in Malawi;

(b) To transform the Commission into an effective and efficient performance–based NHRI that meets the customer standards of service delivery and remain relevant not only towards
promoting and protecting human rights, but also strengthening the rule of law, democratic culture and good governance issues in Malawi;

(c) To maintain the Commission’s autonomy, independence and non-partisanship as a NHRI and remain relevant to the people not only towards promoting and protecting human rights, but also strengthening democratic and good governance issues in Malawi.

1.3 Strategic Planning and Development Process

The process leading to the development of this Strategic Plan was consultative. Initially, a situational analysis was conducted through literature review of documents generated by the Commission and also Government and non-state actors in the promotion and protection of human rights. The following were the specific documents that were reviewed:

(a) Constitution of the Republic of Malawi;
(b) Human Rights Commission Act;
(c) Gender Equality Act;
(d) Access to Information Act;
(f) Malawi Human Rights Commission Annual Reports (2011–2015);
(g) National Action Plan for Promotion and Protection of Human Rights in Malawi (draft);
(h) Democratic Governance Sector Strategy (2013-2017) (DGSS),
(i) Various strategic documents from sector institutions under DGSS; and
(j) International and Regional Human Rights Instruments and Mechanisms.

The Commission also conducted some extensive one-on-one consultations with key stakeholders in Government, development partners and civil society organizations.

Finally, the process involved a planning workshop with Commissioners and Management; one planning workshop with management and one planning workshop with Commissioners and then one joint validation workshop of the Commission and other human rights players, through the emerging human rights forum. Finally, the process was concluded with the adoption of the final draft by the Commission.
CHAPTER 2

2. CONTEXTUAL AND SITUATION ANALYSIS
This section describes the socio-economic, political, legal, environmental and human rights status situation in Malawi that informed the strategic issues.

2.1 Socio-economic Context
In recent years, socio-economic issues have affected the enjoyment of human rights and these include poverty, illiteracy, health, and education. In terms of health, Malawi has made progress in addressing infectious diseases and other pressing public health issues. Infant (under-one) and under-five mortality rates have decreased significantly since the early 2000s, and HIV infection rates among adults aged between 15 and 49 years have stabilised. Despite these improvements, Malawi continues to carry a high burden of disease, and outbreaks of infectious diseases continue to affect and afflict the people of Malawi.

Literacy as a fundamental human right is essential to social and human development in their ability to develop life. In Malawi, literacy is generally high at 64% and one of the causal factors is high dropout rates in primary schools.

Poverty erodes economic and social rights and persons living in poverty experience denial of their dignity and equality. Due to prevalence of poverty in Malawi, rights to health, education, adequate housing, food and safe water, amongst others, are not effectively realised. The pervasive socioeconomic challenges also result in people migrating to urban areas to look for economic opportunities. Consequently, the rural to urban migration in Malawi is at 5.3% per annum which is one of the highest in Africa.

2.2 Politics and Governance
The Constitution enshrines political rights. A person, for instance, has a right to join or found a political party of his or her choice. With this political pluralism, there has been a proliferation of political parties in Malawi. In addition, every person has a right to participate in political activities, including an election. Thus ever since 1994, Malawi has been holding elections every five years for election to the offices of the President and Members of Parliament. Since 2014, regular local government elections have also been restored after a long hiatus. Structures supportive of politics and democratic governance have also been set up. These include constitutional bodies such as the Office of the Ombudsman and the Prisons Inspectorate, statutory institutions such as the Anti-Corruption Bureau, and robust civil society organizations as well as the media.

2.3 Legal, Policy and Institutional Framework
The Constitution embodies a Bill of Rights, in Chapter IV, that catalogues a comprehensive list of human rights. Furthermore, Malawi is party to all the major international human rights instruments of the African Union as well as the United Nations. Various laws and policies have been enacted
and continue to be developed in critical areas such as: child care and protection; gender equality; trafficking in persons; marriage and family; sexual violence; domestic violence, education and land. A totality of these instruments makes for a progressive and robust (normative) framework for the promotion and protection of human rights in Malawi. However, a major setback lies in the limited and ineffective implementation and enforcement of these laws and programmes. There is need for increased budgetary support to, and strengthening of coordination mechanisms among institutions charged with the roles of enforcement of these laws. Such institutions include the Human Rights Commission; the Office of the Ombudsman; the Law Commission and the Anti-Corruption Bureau. The Judiciary and Parliament, which are the two other principal organs of Government besides the Executive; and various Government Ministries, Departments and Agencies, also play various critical roles in the promotion and protection of human rights.

The progress the Government continues to make in the area of State Party reporting by clearing a substantive backlog of its state party reporting obligations as well as the open and all-inclusive mechanisms through which such reports are compiled is also commendable. In addition, while a relatively strong human rights-related policy framework exists, the development of the long outstanding follow-up National Human Rights Action Plan is laudable and makes it imperative for Government to ensure that the remaining processes for its adoption and launching are expedited.

2.4 Environment
Malawi has a developed civil society and other human rights and governance institutions. There are several Non-Governmental Organisations (NGOs), Faith-Based Organisations (FBOs) and Community-based Organisations (CBOs) that undertake human rights promotion and protection activities. At state level, there are the the Courts, the Police, the Prisons, and other MDAs that provide services that ensure the realisation of or protection and promotion of human rights. State institutions include the Office of the Ombudsman, the Legal Aid Bureau (LAB), the Anti-Corruption Bureau (ACB), the Law Commission and the Electoral Commission.

2.5 State of Human Rights
Even though the current human rights situation in Malawi is in many aspects improved compared to the past decade, some issues still need to be remedied in order for Malawi to fully respect human rights. The fragile socio-economic and political posture in Malawi, as detailed in the foregoing contextual analysis, reveals existing concerns about some freedoms and rights. It is also noteworthy that there is acute lack of disaggregated data that could inform human rights situation, especially regarding the progressive realization of Economic, Social and Cultural Rights.

2.5.1 Civil and Political Rights
There have great strides to promote and protect civil and political rights particularly the awareness of civil and political rights. Elections have been conducted in relatively peaceful manner and freedom of expression and demonstration has been exercised without much Government hindrances.
This notwithstanding, there are still increasing incidences of violations of these rights. For instance, the Commission has continued to receive increasing number of cases in incidences of political violence as a result of political intolerance at inter-party and intra-party levels. Torture of suspects by the police, overcrowding in prison, arbitrary killings through mob justice is cause for concern. Lately, these killings have targeted persons with albinism and suspected blood suckers. While the cause of such developments is not known, it is noted that these developments have existed in Malawi for some time now. These killings, regardless, amount to the violations of the right to life and affect the enjoyment of other rights such as the freedom to reside and move within the borders of Malawi, indulge in economic activities.

The emergency of social media has created challenges with the freedoms of the press and the right to access to information. Improper use of social media has resulted in the violations of the right to privacy and also human dignity. These have fuelled violations of multiple rights. For instance, there have been incidences of nude pictures, especially of women circulated on the social media, thereby insulting the modesty of a woman and occasioning other forms of gender based violence.

There still remain inadequacies regarding the realization of the right to Access to justice and legal remedies. Despite Government’s efforts in the enactment of laws, there is an apparent lack of implementation due in part to inadequate capacities of law enforcement officers. The bridge between customary justice mechanisms and the formal justice system hinders access to justice for vulnerable people like rural women.

2.5.2 Economic, Social and Cultural Rights
This is a category of rights that has been given little attention over the years. Despite adopting development policies such as the Poverty Reduction Strategy Papers and other sector policies and also adopting the Millennium Development Goals (MDGs) and now the Sustainable Development Goals and Agenda 2030 and 2063, there remains little evidence on the ground of the progressive realization of these rights. In part, this is compounded by lack of disaggregated data on the progressive realization of Economic, Social and Cultural Rights (ESCRs).

For instance, while the right to education is crucial for the realisation of other rights. and while Government has promulgated several policies for the progressive realisation of this right, internal (resource) limitations have constrained the realisation of this right. Because of inadequate numbers of teachers, inadequate teaching and learning materials, among others, attainment of quality and universal education has been problematic. The infrastructure is inappropriate and therefore unattractive, making education less attractive to children especially at pre-school and primary school levels. The school dropout rate is also soaring, especially among girls due to various factors including lack of sanitary facilities.
University education is limited and therefore a lot of students who graduate from secondary schools do not have access to higher education. Several private universities have recently been established but they are very expensive, and thus access to higher education is still a big problem. It must be noted that the right to education is also very important to enhance full realization of the right to development.

Poor socioeconomic conditions in the country have equally implicated the right to health. The prevalence of highly communicable diseases HIV and AIDS, Tuberculosis and Malaria, as well as various non-communicable diseases, have constrained the progressive realisation of the right to health. Shortage of drugs continues to haunt the public health facilities and corruption, theft, and pilferages have greatly contributed to shortages of drugs and other medical supplies. In addition, health facilities, especially the district hospitals, have been beset by general poor conditions including poor sanitation, poor coordination and lack of regular monitoring, poor distribution of trained and qualified staff, frequent shortage of equipment, and inadequate and deteriorating health infrastructure. There are also numerous reports of poor work attitudes especially of nursing staff at hospitals and health centres, especially public ones, which are an impediment to access to health care services.

Malawi also continues to face challenges in terms of access to potable and safe drinking water and protected environment. The majority of the people do not have access to potable and clean water both in urban and rural areas. Environmental degradation is another major problem. The natural environment in Malawi is under serious threat with unsustainable depletion of natural resources through practices such as widespread and largescale production of charcoal without corresponding afforestation.

The right to housing enshrined in, among other instruments, article 25 of the UDHR and article 11 of the ICESCR, and embraced under the Global Observatory Programme Habitat Agenda has also received inadequate attention in Malawi. For instance, the design of most buildings in Malawi fails to meet the needs of persons with disabilities.

Access to land as a productive resource is still problematic to the majority especially women. This is the result of high population and compounded by gender inequities. Further, poor management of the environment has led to the shrinking of fertile arable land which in turn has resulted in declining food production. Low food production negatively contributes to malnutrition among rural children.

Another area that requires more and concerted attention is the elimination of harmful cultural practices. Government, through the Ministry of Local Government and Rural Development worked with traditional leaders in the development of by-laws aimed at eliminating harmful practices. Harmful cultural practices are expressly prohibited under the Constitution and under the Gender
Equality Act. The Commission, as mentioned earlier, has the mandate to ensure the enforcement of the obligation to eliminate harmful cultural practices.

2.5.3 Gender and Women’s Rights
As stated above, there is an effective, legislative, policy and institutional framework to promote and protect human rights, including the rights of women. For instance, Government has recently passed gender sensitive laws and adopted the National Gender Policy and the Malawi Growth and Development Strategy (MGDS III). Government amended section 22 (7) of the Constitution, hence harmonizing the age of marriage to 18 years. Government needs to expedite the review of the Citizenship Act, the Witchcraft Act and the Prevention against Domestic Violence Act. These have a bearing on the promotion and protection of the rights of women.

However, Malawi has been witnessing increasing spates of gender-based violence (GBV) where women have been physically abused and murdered. In part, this rise in cases of GBV could be as a result of the lack of effective mechanisms for preventing and addressing such violence. There have also been cases where women have been the victims and perpetrators. Of equal concern is the GBV targeted at elderly persons, including women. They are also at the helm of accusations of witchcraft and are ill-treated and abused in their communities on suspicion of being witches. In addition to their vulnerability to GBV, elderly women are still the most vulnerable when it comes to poverty and access to basic services.

Refugees are another vulnerable group in society. Women refugees are thus doubly vulnerable. Lack of adequate accommodation, health services and food leaves female refugees more vulnerable to gender-based violence, including SGBV. Marital rape remains a big problem in Malawi. Many married women are raped but they have no means of accessing remedies for such violations because consent to marriage by either party is deemed by society as irrevocable consent for sexual intercourse with the spouse.

Following the enactment of the Trafficking in Persons Act, 2015, the National Coordinating Committee became operational in 2016. The Committee facilitated the development and launch of the National Plan of Action on Trafficking in Persons. Government has made strides in investigating and prosecuting trafficking in persons cases but there remain issues such as capacity building for law enforcement officers, especially in the areas of victim identification and case referrals. However, there are still increasing reported cases of persons being trafficked, especially women and girls. There is also need to sensitise the general public about trafficking in persons and the law on trafficking.

Nationality and citizenship remain problematic issues. The enabling legislation on matters of citizenship is the Malawi Citizenship Act\(^1\) of 1966. It provides that a woman loses her citizenship

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\(^1\)Section 9; Cap. 15:01
when she marries a foreigner, but the same does not apply to a man who marries a foreigner. To this end, the law may and does prescribe that marriage under law is a ground for cessation of citizenship only for a woman who has acquired other citizenship by marriage. However, no litigation has taken place around the matter and in the absence of repeal; section 9 of the Malawi Citizenship Act remains the law.

In terms of right to education, the enrollment of boys and girls is usually the same in lower classes; the numbers tend to differ in higher classes with most girls dropping-out. Overarching factors that contribute to educational gender disparities in Malawi, include socio-cultural factors, school infrastructure, facility factors, and economic factors. Issues to do with distance, menstrual periods and early marriages are still among common challenges that affect girl’s education hence they prefer to drop out rather than stay in school. Government is currently reviewing the Re-admission Policy to deal with stigma and other issues re-admitted girls were facing.

There are still gender inequalities in the labor industry. Government made great strides in the enactment of the GEA which saw the introduction of quotas in recruitment processes. Some Government agencies and bodies have begun implementing the quotas; however, women still remain disadvantaged where employment is concerned due to several factors such as women being placed in traditional female roles, lack of or inadequate education qualifications and professional experience.

Malawi has developed and revised several strategies, policies and guidelines to address reproductive health issues such as Community Initiatives for Reproductive Health which have redefined roles of a Traditional Birth Attendan (TBA), Youth Friendly Health Services (YFHS) Standards and Monitoring tools for the standards. However, unsafe abortion remains a significant contributor to high maternal mortality in Malawi. Otherwise, it has been noted that the cost of post-abortion treatment is very high compared to the cost of administration of safe abortion.

Malawi has made some strides in the economic empowerment of women and girls where programmes such as the Women’s Economic Empowerment Programme, Social Cash Transfer, the Public Works Programme, the Village Saving and loans initiative and the Buy Malawi Campaign. However, poor implementation and lack of accountability and transparency measures of such programmes has left a lot of rural women non-beneficiaries. Rural women also lack control over resources thus making them vulnerable to human rights violations.

2.5.4 Child Rights
At least 42% of the children are stunted due to poor nutrition and inadequate food. 89,000 of 1 million are orphans and 500,000 have lost either one or both parents due to HIV/AIDS. At least 1.5 million children are in child labour with 4165 children working or living in the streets. 1 in every 5 girl children are sexually abused while 1 in 7 boy children are abused with 2 in 3 of these suffering physical violence. Trafficking of children is another cause of concern. Malawi remains transit,
source and destination country for trafficking in persons. Further, there are limitations to inclusive education for children with disabilities. For instance, 99% of these children do not attend school due to various challenges including discrimination, lack of special support to learners with impairments and inaccessible infrastructure.
CHAPTER 3

3. COMPETITIVE ANALYSIS

3.1 Performance Review of 2011-2015 Strategic Plan

The Commission took stock of achievements made, challenges encountered and lessons learnt during the implementation of the previous Strategic Plan (2011-2015). The following are some of the key achievements that the Commission registered:

(a) The Commission has moved towards strengthened networking and collaboration with the government Ministries, Departments and Agencies (MDAs), Civil Society Organizations (CSOs), International Treaty Bodies and Development Partners, including the UN Malawi and formalized the working relationship through signing of the Memorandum of Understanding (MoU). In addition, the establishment of the human rights forum was initiated;

(b) The Commission handled over 2,000 complaints on reported violations of human rights through investigations, mediation, provision of legal advice, and litigation, among others. The complaints related to women and gender rights, children rights, rights of persons with disabilities and the elderly, economic, social and cultural rights, and civil and political rights. The investigations were aimed at establishing facts relating to the complaints and facilitating access to or providing appropriate remedies and redress;

(c) In fulfillment of its statutory requirement, the Commission produced and distributed copies of the Annual Reports in 2012 to 2015 on all activities of the Commission, to Parliament, the State President and key stakeholders, and provided recommendations to stakeholders for action, produced and distributed Status of Human Rights Reports to stakeholders with recommendations for action, and produced and distributed several Information, Education and Communication (IEC), materials on human rights;


(e) Engaged in various activities to enhance the knowledge of human rights among members of staff and Commissioners, magistrates, teachers and other duty bearers;

(f) Conducted over 10 public inquiries on a number of topical human rights issues on systemic human rights violations including: gender and sexual reproductive health,
Attacks of Persons with Albinism, and Corporal Punishment in Schools. The public inquiries were aimed at promoting access to quality and responsive justice and other remedies for all people in Malawi in general and for vulnerable groups in particular; and


The Commission met the following challenges in the course of implementing the 2011-2015 Strategic Plan:

(a) Inadequate technical skills in complaints handling, including litigation, investigations and report writing. This affected both the quality and speed of complaints handling. During the reporting period, the Commission suffered brain drain due to poor staff terms and conditions of service especially among lawyers. Deliberate training and coaching of technical staff was also inadequate;

(b) The Complaints Handling System remains manual and is ineffective in tracking cases that require intervention. This results in cases being forgotten, and thus taking too long to conclude. The huge backlog of cases could be mainly explained by this challenge;

(c) The Commission had inadequate financial and material resources to meet the corporate and shared services to enable it operate optimally. Its fleet of vehicles is too old and costly to maintain. Yet, the Government funding under Other Recurrent Transactions (ORT) which must be used for such maintenance had been too low over the years. This ageing and poor vehicle fleet has limited the mobility in the Commission, thus hampering implementation of activities especially invesigations;

(d) Inadequate capacity of the Commission to effectively and efficiently utilize the scarce resources. During the reporting period, the Commission consistently failed to meet the demands of cost-effective and efficient expenditure planning by opting for costly and less cost-effective methods of carrying out its work. For example, the Commission spent a lot of money on public awareness programmes using public rallies which reached very limited audiences comparative to the cost of doing so. Furthermore, the Commission failed to absorb and timely liquidate funds advanced by donors; and

(e) Inadequate planning and monitoring of the work of the Commission due to absence of robust planning culture and systems. This is compounded by underdeveloped leadership and management capacities among members of the senior management.
From the foregoing achievements and challenges, the Commission has learnt the following key lessons and best practices:

(a) Financial and material resources will never be enough for the huge mandate of the Commission. For this reason, there is need for the Commission to ensure that it efficiently and effectively prioritizes and utilizes those resources in order to ensure sustained and successful strategies on Resource Mobilization. This is essential in the systematic pursuance of the maximum value for money as the Commission continues to make a case for human right-based programming and results;

(b) There is an urgent need for a streamlined case handling and management system that should aim at enhancing the responsiveness of the Commission;

(c) A conscious effort for result-based management, programming and reporting will help nurture, strengthen and improve the Commission’s public service delivery. This will go a long way towards the realization of the Commission’s unique role in serving the people by delivering the people-centered human rights grounded mandate and mission fulfillment;

(d) There is need to inculcate a planning and reporting culture within the Commission through the development of robust systems and capacities of teams and management in the Commission. Importantly, there is need to apply deliberate efforts to develop managerial and leadership capacities, competencies and skills among members of staff, especially the senior management of the Commission;

(e) The Commission should expedite collaboration and networking with other human rights actors, mainly the Non-State Actors through the full establishment of the Human Rights Forum;

(f) Constant engagements and strong working relationship with Government has contributed to improved Government compliance on state party reporting;

(g) Emerging issues were not planned for, as a result they exerted pressure on time, human and financial resources. The Commission should ensure that it has contingency arrangements for emerging issues that must be dealt with in an ad-hoc manner.

(h) The previous Strategic Plan was not supported with policies and systems on the ground. As a result, there were a lot of grey areas which hampered the institutionalization of the Strategic Plan. The design of this Strategic plan ensures that policies and systems for its effective implementation are adopted.

(i) Late submission of reports and non-compliance to reporting requirements resulted in loss of financial support from development partners. Timely submission of reports and meeting funder’s reporting requirements are a critical component of resource management and mobilization strategy.

(j) The Strategic Plan was weak on issues to do with networking and collaboration with stakeholders;

(k) There was no comprehensive Monitoring and Evaluation framework. Hence, the tracking of progress was compromised; and
(1) There was no mid-term review. Consequently, the Plan was not adjusted to accommodate shortfalls or emerging issues up to the end.

3.2 Analysis of the Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Based on the foregoing performance and conceptual analyses, the following Strengths, Weaknesses of and Opportunities and Threats facing the Commission were identified:

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>OPPORTUNITIES</th>
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<tr>
<td>• Constitutional establishment and broad mandate of the Commission.</td>
<td>• Unique protective mandate which gives the Commission leverage to attract donor support.</td>
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<tr>
<td>• Conducive legal framework in some areas of human rights such as the protection of persons with albinism, LGBTI persons, women seeking safe abortion, etc.</td>
<td>• Sustenance of ‘A’ Status with GANHRI.</td>
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<td>• Qualified and committed staff and Commissioners.</td>
<td>• Availability of ICT and social media.</td>
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<td>• Existence of some equipment and furniture.</td>
<td>• Increasing demand for services on human rights-based approaches.</td>
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<td>• Governance structure (Committed and knowledgeable members of the Commission) in place.</td>
<td>• An enabling political and social environment for implementation of its mandate.</td>
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<td>• Availability of some policies, systems and procedures on key issues and operations.</td>
<td>• Improved local and international legal and regulatory framework on human rights.</td>
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<td>• Availability of Commissioners willing to serve on a full-time basis.</td>
<td>• Existence of many human rights CSOs with which Commission can collaborate on human rights.</td>
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<th>WEAKNESSES</th>
<th>THREATS</th>
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<tr>
<td>• Limited accessibility and responsiveness of the Human Rights Commission.</td>
<td>• High illiteracy rates in Malawi.</td>
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<td>• Inadequate funding from Government (ORT).</td>
<td>• High Staff Turn Over which reduces the technical capacity of the Commission;</td>
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<td>• Ineffective, inefficient and irresponsible complaints handling and case management system.</td>
<td>• High cost of living;</td>
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<td>• Over reliance on donors.</td>
<td>• Over population;</td>
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<td>• Inadequate diversification of funding base.</td>
<td>• Limited knowledge of human rights and corresponding responsibilities on the part of both duty bearers and rights holders;</td>
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<td>• Rights-based approach not fully operationalized by service providers;</td>
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<td>Limitations</td>
<td>Impediments</td>
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<td>• Limited specialized skills in staff members.</td>
<td>• Poor co-ordination among institutions in the governance sector;</td>
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<td>• Inadequate number of staff.</td>
<td>• Impunity to adherence and compliance with human rights standards;</td>
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<td>• Inadequate office space.</td>
<td>• Dormant and apathetic citizenry;</td>
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<td>• Inadequate and obsolete office equipment.</td>
<td>• Harmful traditional and cultural practices;</td>
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<td>• Weak coordination between Regional office and Headquarters.</td>
<td>• Lack of respect for and implementation of the Commission’s recommendations on human rights;</td>
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<td>• Poor supervision of staff.</td>
<td>• Delayed appointment and swearing-in of Commissioners, affecting policy direction of the Commission</td>
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<td>• Staff resistance to change.</td>
<td>• Some religious practices affecting the enjoyment of human rights.</td>
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<td>• Limited functionality of thematic Committees.</td>
<td>• Perceptions of gender imbalance in the composition of the Commission.</td>
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<tr>
<td>• Ineffective organizational structure which is founded on thematic operations.</td>
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<tr>
<td>• Low absorption rate of funding.</td>
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<tr>
<td>• Weak administrative, financial, monitoring and evaluation system.</td>
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<td>• Inadequate written policies and standard operating procedures (SOPs).</td>
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CHAPTER 4

4. STRATEGIC FRAMEWORK

4.1. Strategic Issues and Challenges Driving the Strategic Plan

The foregoing sections (Contextual Analysis, Human Rights Situational Analysis, Environmental Scanning and SWOT Analysis) have highlighted both human rights and operational issues. These will inform the design of the strategic framework. For ease of reference, these are restated here below:

4.1.1 Human Rights Issues

These summary issues arise from the contextual and situational analyses detailed above and include the following:

(a) Limited knowledge and respect for human rights and their corresponding responsibilities in accordance with the human rights standards; and
(b) Inadequate respect for human rights by duty bearers at all levels, including MDAs, district councils, CSOs, Corporate entities and traditional leaders.

4.1.2 Performance Issues

These summary issues emanate from the Competitive and SWOT Analyses detailed above and include the following:

(a) Ineffectiveness and inefficiency in the delivery of the human rights services to the general public;
(b) Inadequate and untimely responsiveness to cross-cutting and emerging issues;
(c) Ineffective networking, coordination, and collaboration; and
(d) Limited institutional and organization capacity of the Commission to deliver her mandate effectively and efficiently.

4.2. Strategic and Priority Areas

In-keeping with the aims of this Strategic Plan, the Commission has prioritised the following strategic issues:

(a) Protection and promotion of human rights through effective, efficient and responsive handling of complaints, including investigation of cases of human rights violations, in the delivery of the human rights services to the general public;
(b) Generation, documentation and management of human rights information and knowledge;
(c) Promotion of rights of vulnerable and minority groups through human rights education and monitoring; and
(d) Institutional capacity building to enable the Commission effectively, efficiently and responsively deliver on its mandate.
4.3. Strategic Direction

4.3.1. Vision Statement

“An empowered Malawian society where human rights are respected and enjoyed by all”

4.3.2 Mission Statement

“To lead in the promotion and protection of human rights in an independent and professional manner in Malawi.”

4.3.3 Values

The implementation of this Strategic Plan shall be guided by the following values:

(a) Independence in operations: In the exercise of its powers under the Constitution, the HRCA, GEA, ATIA, or any other law, the Commission shall be independent of the authority or direction of any other body or person;

(b) Professionalism: The Commission shall conduct its business in a non-partisan manner with objectivity, fairness, balance, factual accuracy and speed;

(c) Transparency and accountability: Commissioners and members of staff of the Commission shall be transparent and accountable in the operations and activities of the Commission, including the ways the Commission obtains and makes use of resources entrusted to it;

(d) Integrity: Commissioners and members of staff of the Commission shall act sincerely, honestly, and with truthfulness and in good faith in all the operations and activities of the Commission;

(e) Diligence: Commissioners and members of staff of the Commission shall be proactive in working towards realizing the aspirations of the Commission, where individual actions shall be brought together to achieve a common goal of the Commission; and

(f) Team Work: The Commission shall value the synergy created by the richness of diversity of ideas, skills and experience in the Commission.
4.3.4 Strategic Outcomes, Objectives, Strategies, Outputs and key activities.

The strategic outcomes, outputs, and strategies on each strategic priority area that the Commission shall strive to achieve and undertake for the next five years are as follows:

**Strategic Outcome 1.0: Enhanced efficiency, effectiveness and responsiveness in the protection and investigation of violations of human rights**

Under this strategic outcome, the strategic objectives, strategies, outputs, and key activities are as follows:

**Strategic Objective 1.1: To strengthen the handling and resolution of complaints and cases of human rights violations**

*Strategy 1.1.1: Strengthening capacity of the Commission to investigate and resolve human rights violations.*

**1.1.1 Outputs:**

(a) Complaints handling system and procedures reviewed and redesigned;
(b) Procedures for conducting public inquiries and public hearings revised;
(c) Staff and commissioners oriented on complaints handling system;
(d) Complaints handling system computerized;
(e) Feedback mechanism set up for human rights complaints; and
(f) Customer Service Charter developed.

**1.1.2 Activities:**

(a) Review and redesign complaints handling system and procedures;
(b) Review procedures for conducting public inquiries and hearings;
(c) Computerize complaint handling system;
(d) Develop feedback mechanism for human rights complainants;
(e) Develop a customer service charter for service delivery; and
(f) Orient staff and Commissioners on the revised complaints handling systems and procedures.

*Strategy 1.1.2: Ensuring effective investigations, public hearings and inquiries, and resolution of complaints and cases of human rights violations.*

**1.1.2.1 Outputs:**

(a) Backlog, status, categorization and origin of complaints established;
(b) Complainants and respondents traced;
(c) Complaints received, screened and processed;
(d) Central registry for physical files;
(e) Investigations reports produced;
(f) Public hearings conducted;
(g) Public Inquiries conducted;
(h) Complaints handling-related meetings of the Commission convened;
(i) ADR conducted;
(j) Public interest litigation conducted;
(k) Case conferences conducted;
(l) Community dialogue conducted;
(m) Investigations and reports profiled.

1.1.2.2 Activities:

(a) Conduct case auditing of all previous cases and complaints received to establish the backlog and status of cases by category of rights, period received and origin as well as systemic violations;
(b) Undertake complainants tracing on stale cases;
(c) Receive and screen emerging complaints;
(d) Re-organize central registry for complaints;
(e) Conduct on-spot investigations;
(f) Conduct public hearings into high profile cases of human rights violations;
(g) Conduct public inquiries into cases or situations of systemic human rights violations;
(h) Convene meetings of the commission to determine on human rights issues arising from investigations and complaints screening;
(i) Conduct conciliation and other forms of Alternative Dispute Resolution (ADR);
(j) Conduct public interest and strategic litigation;
(k) Conduct case conferencing on systemic issues;
(l) Engage in community dialogue on systemic cases;
(m) Profile investigations and reports of complaints handling of human rights violations.

Strategy: 1.1.3 Ensuring oversight mechanism for the implementation of Access to information Act.

1.1.3.1 Outputs:

(a) ATIA unit established;
(b) Mapping of information holders conducted;
(c) Training of information officers conducted;
(d) Public awareness conducted;
(e) Technical skills and knowledge imparted;
(f) Complaints adjudicated;
(g) Compliance monitored; and
(h) Annual Report on ATI published.
1.1.3.2 Activities:

(a) Establish the Access to Information Unit;
(b) Undertake Mapping of information holders;
(c) Undertake Training of Information officers;
(d) Conduct Public Awareness on ATIA;
(e) Build technical capacity of the Commission to oversee the implementation of the ATIA;
(f) Adjudicate requests for review of decisions not to provide information by information holders;
(g) monitor Compliance with the ATIA by information holders and information seekers; and
(h) Compile, print and publish Annual Report on ATIA.

Strategic Objective 1.2: To reform the management component of the Commission

Strategy: 1.2.1 Re-organizing the setup of the Commission.

1.2.1.1 Outputs:

(a) Functional review report and new organizational structure produced;
(b) Revised policies promulgated;
(c) Revised systems developed;
(d) Revised administrative standard operating procedure developed;
(e) Cultural analysis conducted;
(f) Cultural freezing and unfreezing conducted; and
(g) Digital electronic and physical sign posts developed.

1.2.1.2 Activities:

(a) Conduct a comprehensive functional review of the management structure of the commission;
(b) Review policies, systems and procedures, administrative policies, systems and standard operating procedures;
(c) Transform organizational culture of the commission; and
(d) Undertake corporate rebranding and profiling.

Strategic Objective 1.3: To strengthen technical capacity of Commissioners and Staff to undertake effective complaints handling

Strategy: 1.3.1 Developing complaint handling skills and knowledge among Commissioners and members of staff.

1.3.1.1 Outputs:

(a) Orientation of Commissioners and members of staff of the Commission on the revised complaints handling system and procedures for conducting public inquiries and public hearings conducted;
(b) Commissioners and members of staff trained in planning, conducting and reporting on investigations and resolution of complaints and cases; and
(c) Specialized complaints handling training for Commissioners and members of staff of the Commission conducted.

1.3.1.2 Activities:
(a) Orient Commissioners and members of staff of the Commission on the revised complaints handling system and procedures for conducting public inquiries and public hearings;
(b) Conduct specialized training for Commissioners and members of staff of the Commission in Complaints Handling (ADR, Investigations, report writing, etc); and
(c) Train Commissioners and members of staff in planning, conducting and reporting on investigations and resolution of complaints and cases.

Strategy: 1.3.2 Implement a Human Rights Professional Development Programme.

1.3.2.1 Outputs:
(a) Short term and long-term training programme developed; and
(b) Short and long-term training programme implemented.

1.3.2.2 Activities:
(a) Develop a short and long-term human rights focused training programme;
(b) Facilitate Training of Commissioners and members of staff of the Commission in Human Rights; and
(c) Deploy trained Commissioners and members of staff.

Strategic objective 1.4: To improve the resource base of the Commission
Strategy: 1.4.1 Mobilizing Resources & Fundraising.

1.4.1.1 Outputs:
(a) Resource mobilization strategy adopted;
(b) Development partners sensitized on the shift of the Commission and the contents of the new Strategic Plan and resource needs;
(c) Programme Support Document (PSD) developed;
(d) Basket funding mobilized;
(e) Long-term financing agreement concluded; and
(f) Short-term financing proposals developed.

1.4.1.2 Activities:
(a) Develop a resource mobilization strategy;
(b) Convene an orientation meeting with Development Partners on the paradigm shift in operations, Resource Mobilization Strategy and resources needs of the Commission;
(c) Develop a long-term Programme Support Document for the Institutional Capacity Development of the Commission; and
(d) Develop and sell thematic short-term Proposals to deal with emerging funding needs.

**Strategy: 1.4.2 Strengthening Financial Accountability.**

**1.4.2.1 Outputs:**
(a) Donor policies adapted in the systems and procedures of the Commission; and
(b) Capacity building for the Finance Section of the Commission conducted.

**1.4.2.2 Activities:**
(a) Mainstream donor finance management reporting policies in the systems and procedures of the Commission;
(b) Review systems and procedures of the Commission; and
(c) Train members of staff in the management of the revised financial systems and policies.

**Strategic Outcome 2.0**  
**Improved rights based culture at all levels of the society**

**Strategic Objective 2.1 To enhance compliance with and adherence to human rights principles and norms among duty bearers in both public and private sectors, including Civil Society Organizations**

**Strategy: 2.1.1 Building the Rights-Based Capacities of Service Providers and Duty Bearers.**

**2.1.1.1 Outputs:**
(a) Annual human rights situational analyses undertaken;
(b) Findings of the annual human rights situational analyses disseminated;
(c) Human rights principles and norms mainstreamed in the workings of MDAs\(^2\), local councils, corporate entities, CSOs and traditional leaders;
(d) Human rights in the workplace policies developed; and
(e) Human rights reporting system mainstreamed in MDAs, local councils, corporate entities, CSOs and traditional leaders.

**2.1.1.2 Activities:**
(a) Undertake annual human rights situational analyses informed by the SDGs regarding compliance with and adherence to human rights principles and norms;
(b) Hold research symposia to disseminate human rights situational analyses findings among duty bearers including MDAs, local councils, corporate entities, CSOs and traditional leaders;
(c) Facilitate the mainstream of human rights principles and norms in the workings of the MDAs, local councils, corporate entities, CSOs and traditional leaders; and
(d) Devise a reporting system for MDAs, corporate entities and CSOs.

---

\(^2\)This will include the National Statistical Office which will have to apply the Sustainable Development Goals in data collection and produce disaggregated data
2.1.2 Undertaking Human Rights Monitoring in MDAs, Local Councils, Corporate Entities, CSOs and traditional leaders to measure extent of compliance with principles of equality and Non-Discrimination.

2.1.2.1 Outputs:
(a) Capacity of the National Statistical Office (NSO) to conduct surveys on population based on human rights principles and norms, including SDGs undertaken;
(b) Human rights compliance reward system devised;
(c) Human rights monitoring conducted;
(d) Monitoring human rights compliant institutions rewarded;
(e) Level of adherence to human rights principles and norms and human rights issues profiled;
(f) Political rights during elections cycle monitored; and
(g) Human rights regional and international mechanisms utilized.

2.1.2.2 Activities:
(a) Undertake collaborative engagements with the NSO to mainstream human rights principles and norms, including SDGs in population surveys;
(b) Devise and implement an incentive and sanctioning system;
(c) Conduct human rights due diligence in MDAs, Local Councils, Corporate Entities, CSOs and traditional leaders to assess human rights compliance;
(d) Hold a bi-annual symposium to disseminate findings of Compliance with human rights principles and norms and the progressive realization of ESCR rights;
(e) Engage and coach individual duty bearers on how they could address the findings of the human rights due diligence;
(f) Conduct public inquiries, public hearings and research on systemic human rights issues in the delivery of public services;
(g) Monitor the exercise of political rights during the elections cycle; and
(h) Utilize the international and regional human rights mechanisms to protect human rights.

2.2 Strategic Objective 2.2: To ensure increased responsiveness of legislation, policies, regulations, administrative decisions, procedures, Bills and administrative proposals to human rights standards in both public and private sectors

2.2.1 Outputs:
(a) Review of policies, court decisions, regulations, Bills, procedures and administrative proposals undertaken;
(b) Submissions of opinions, position papers and policy briefs made; and

3This includes National Budgets, focusing on generation and allocation of resources for the progressive realisation of ESCRs
(c) Duty-bearers (MDAs, local councils, Corporate Entities, CSOs, traditional leaders, etc) engaged.

2.2.1.2 Activities:
(a) Conduct rights-based review of policies, court decisions, regulations, Bills, procedures and administrative proposals;
(b) Engage MDAs, local councils, Corporate Entities, CSOs and traditional leaders, as relevant, on the findings of the reviews; and
(c) Prepare Rights-Based policy briefs, position papers and submissions of the examinations of policies, court decisions regulations, Bills, procedures and administrative proposals.

Strategy: 2.2.2 Undertaking Social Accountability Initiatives.

2.2.2.1 Outputs:
(a) Rights-based service delivery customer satisfaction surveys designed;
(b) Rights-based service delivery customer satisfaction surveys conducted;
(c) Reports of rights-based service delivery customer satisfaction surveys produced;
(d) Reports of rights-based service delivery customer satisfaction surveys profiled;
(e) Expenditure tracking surveys designed;
(f) Rights-based expenditure tracking surveys conducted;
(g) Social duty bearers- rights holders interface meetings conducted; and
(h) Panel discussions on social accountability findings conducted.
(i) Engagement with MDAs, local councils, corporate entities, CSOs and traditional leaders undertaken.
(j) Duty bearers trained in ESCRs and Business and Human Rights.

2.2.2.2 Activities:
(a) Develop concept notes on the design of the service delivery customer satisfaction and expenditure tracking surveys;
(b) Conduct annual rights-based service delivery customer satisfaction surveys;
(c) Conduct annual rights-based expenditure tracking surveys;
(d) Profile human rights issues emanating from social accountability study;
(e) Facilitate and provide support to duty bearers to address findings of the social accountability; and
(f) Conduct training in ESCRs, Business and Human Rights and Access to Information for duty bearers.

Strategic Objective 2.3: To empower the people to demand human rights.

Strategy: 2.3.1 Intensifying human rights awareness campaigns.

2.3.1.1 Outputs:
(a) Rights-based communication and public education strategy developed;
(b) Standardized human rights information, education and communication (IEC) materials produced;
(c) Standardized human rights information, education and communication (IEC) materials disseminated;
(d) Media-based human rights education and awareness programmes developed;
(e) Service providers mapped through the human rights forum;
(f) Human rights educators training conducted; and
(g) Human rights education service provision and awareness feedback mechanism devised.

2.3.1.2 Activities:
(a) Devise a rights-based communication and public education strategy;
(b) Develop standardized human rights information, education and communication (IEC) materials;
(c) Print standardized human rights information, education and communication (IEC) materials;
(d) Disseminate standardized human rights information, education and communication (IEC) materials;
(e) Develop media-based human rights education and awareness programmes;
(f) Launch media-based human rights education and awareness programmes;
(g) Undertake mapping of stakeholders for partnership in conducting human rights public education;
(h) Conduct training of human rights educators and members of the Human Rights Forum; and

Strategic Outcome 3: Enhanced availability and accessibility of up-to-date and relevant human rights information and knowledge

**Strategic Objective 3.1: To establish a One Stop Human Rights Information Centre structure of the Commission**

**Strategy:** 3.1.1: Enhancing the research and knowledge management capability of the Commission.

**3.1.1.1 Outputs:**
(a) Focused functional review of the commission conducted;
(b) Research and knowledge management function established;
(c) Specialized officers in research recruited;
(d) Technical assistants recruited;
(e) Staff Development Plan developed;
(f) Training workshops of staff conducted;
(g) Human rights research issues identified;
(h) Research agenda developed;
(i) Commission website operationalized; and
(j) Commission physical resource Centre modernized.

3.1.1.2 Activities:
(a) Establish a robust research and knowledge management function at the commission;
(b) Recruit staff for the research function at the commission;
(c) Build the capacity of the research team at the commission;
(d) Develop a research agenda;
(e) Develop a unified resource centre at the commission;
(f) Launch the human rights resource centre; and
(g) Procure long Term Technical Assistance to support the implementation of the Research
   Agenda.

Strategy: 3.1.2: Enhancing inclusivity to access to human rights information.

3.1.2.1 Outputs:
(a) Disability friendly documentation and assistive devices sourced; and
(b) Resource Center staff trained.

3.1.2.2 Activities:
(a) Source disability friendly documentation and assistive devices; and
(b) Train Resource Center staff in disability friendly reading formats.

Strategic Objective 3.3: To improve the capacity of Commissioners and staff in human rights
issues

3.3.1.1 Outputs:
(a) Commissioners and staff trained human rights;
(b) Knowledge gained by Commissioners and staff; and
(c) Best practices in the human rights work of NHRIs acquired.

3.3.1.2 Activities:
(a) Conduct human rights training for Commissioners and staff;
(b) Attach Commissioners and staff to other reputable human rights institutions; and
(c) Conduct study tours for Commissioners and staff.

Strategic Outcome 4.0: Increased accessibility to the services and visibility of the
Commission

Strategy 4.1.1: Networking with local human rights institutions.

4.1.1.1 Outputs:
(a) Thematic human rights committees created and operationalized;
(b) MOU’s with accredited members of the Human Rights Forum concluded;
(c) Commission Regional Offices established and operational in Northern and Eastern Regions; and
(d) Southern Regional Office strengthened.

4.1.1.2 Activities:
(a) Establish human rights Thematic Committees at national, district and community levels;
(b) Establish regional offices in the Eastern and northern regions;
(c) Sign MOUs with institutions that are readily available at national, and district level; and
(d) Recruit members of staff to fill vacant positions at the regional offices.

Strategic Objective 4.2: To improve levels of confidence by complainants in the ability of the Commission to timely address human rights issues
Strategy: 4.2.1: Enhancing the monitoring mechanism for the Commission.

4.2.1.1 Outputs:
(a) Robust planning, monitoring and reporting function and framework developed; and
(b) Periodic work plans and reports produced.

4.2.1.2 Activities:
(a) Undertake functional review to develop the planning, monitoring and reporting functions within the Corporate Services Directorate;
(b) Develop planning, monitoring and reporting system for the commission;
(c) Hold quarterly, bi-annual and annual integral planning and review meetings;
(d) Produce corporate periodic work plans and reports; and
(e) Undertake external evaluations on projects and programmes.

Strategic Objective 4.3: To enhance the role of the media in human rights protection and promotion
Strategy: 4.3.1: Strengthening working relationship with both print and electronic media houses.

4.3.1.1 Outputs:
(a) Sensitization of editors conducted;
(b) Media taskforce established;
(c) Human rights reporters and media taskforce members trained;
(d) Orientation of media taskforce conducted;
(e) Media taskforce annual work plan developed;
(f) Meetings of the media taskforce conducted;
(g) Toll-free line launched;
(h) Periodic profiling of human rights reports conducted; and
(i) Regular human Rights Media Awards introduced and supported.

4.3.1.2 Activities:
(a) Conduct rights based sensitization sessions with editors;
(b) Conduct training of human rights reporters and members of the media taskforce in human rights reporting;
(c) Establish a media taskforce on human rights protection and promotion;
(d) Undertake orientation of human rights media taskforce on their roles;
(e) Facilitate the workings of the human rights media taskforce;
(f) Media human rights monitoring in MDAs, corporate entities and CSOs undertaken;
(g) Conduct periodic press briefings during which the Commission would release reports of investigations, research and analyses;
(h) Launch a Toll-Free Line; and
(i) Upload reports and documentation on the Commission’s and related partners’ websites.

Strategic Objective 4.4: To strengthen the Commission’s interfacing with other stakeholders at all levels
Strategy: 4.4.1: Strengthening the National Human Rights Forum

4.4.1.1 Outputs:
(a) Quarterly engagement meetings conducted;
(b) Capacity assessment and mapping of the members of the human rights forum conducted; and
(c) Directory of stakeholders developed.

4.4.1.2 Activities:
(a) Operationalize the National Human Rights Forum;
(b) Facilitate strategic coordination among stakeholders;
(c) Conduct a capacity assessment and mapping of the members of the Human Rights Forum; and
(d) Develop a directory of all stakeholders working with the Commission.

Strategy: 4.4.2: Re-introduce and re-energize thematic committees for the Commission

4.4.2.1 Outputs:
(a) Terms of reference for the various thematic committees developed and approved by the commission;
(b) Members of the various committees appointed and trained;
(c) Quarterly meetings of the thematic committees conducted; and
(d) Monitoring missions of the thematic committees facilitated.
4.4.2.2 Activities:

(a) Develop terms of reference for the thematic committees including gender equality committee;
(b) Orient members of thematic committees; and
(c) Conduct quarterly meeting for the thematic committee.
CHAPTER 5

5. PLANNING, MONITORING AND EVALUATION

The Commission shall put in place a planning, monitoring and evaluation framework which shall be used to track progress in the operationalization of this Strategic Plan, and provide feedback and lessons learnt. The planning, monitoring and evaluation framework shall ensure synergy in the activities from the various result areas of the Strategic Plan implemented through the various directorates and partner organizations.

5.1 Planning and Reporting

The Strategic Plan shall be operationalized through periodic planning and review sessions that shall take into consideration the planning and financing cycles of Government. Annual planning and review sessions shall be conducted where annual implementation plans shall be produced. The annual implementation plans shall be operationalized through quarterly plans.

The Commission shall produce annual, half yearly and quarterly progress reports that shall present the status in the implementation of the plans, and that shall also track the progress of the annual and quarterly plans consolidated by the Secretariat. These reports shall be produced for both management and governance purposes.

5.2 Monitoring and Evaluation

The Commission shall set output and outcome indicators for the various result areas that shall inform the monitoring and evaluation framework and set targets to be achieved in the period of the Strategic Plan. These shall be the basis for a systematic monitoring and evaluation framework which shall also determine high level indicators at impact level and the sources of information. The framework shall set targets at output, outcome and impact levels as a basis to track progress and assess the impact of the Strategic Plan and the activities undertaken in each result area.

6.2.1 Monitoring

The monitoring process shall be led by the Secretariat but shall, as much as possible, be participatory, involving members of the Commission and directorate staff as well as Thematic Committees. The Secretariat shall take a lead in systematic data collection and documentation on the progress in various result areas and an assessment of the information to determine progress in the implementation of the Strategic Plan. The monitoring process shall assess the activities to determine progress and inform the output and outcome levels of the strategic plan. The monitoring shall be done through periodic reports, review meetings at the Commission and thematic committee levels. The monitoring interventions shall also seek to address accountability requirements at the following levels:

- upward accountability to the members of the Commission, Government, donors and development partners;
horizontal accountability to Commission (as a Board), thematic committees and at Secretariat level, and other like-minded organizations; and
downward accountability to all Malawians affected by the sector.

6.2.2 Evaluation

Evaluation is an integral part of good programme management, and it is an important tool for learning and accountability. It shall ensure participation of the Commission, thematic committees, the Secretariat, member organizations and other stakeholders to promote acceptance, learning and utilization of the evaluation results. Evaluation shall be done in such a way that it shall not exclusively rely on external expertise but shall as much as possible involve staff, members of the Commission and the thematic committees in order to develop capacity within the Commission and sector and ownership of the evaluation results.

Evaluation of the Strategic Plan shall serve the following purposes:

(a) Improve the programme planning and delivery and contribute towards decision-making and strategy formulation especially at the Commission level, thematic committees, executive management and staff levels and;

(b) Lead to action by the Commission and thematic committees by producing relevant, useful and action-oriented information.

Independent external evaluations will be done twice within the period of the Strategic Plan. A mid-term evaluation will be done midway in the implementation and a final evaluation at the end of the Strategic Plan. The evaluations shall aim at establishing the impact of the Strategic Plan in terms of the logical flow, inter-linkages and complementarity of the result areas and the programmes implemented to ensure that they contribute to the mandate of the Commission.
ANNEXES
1) Results-based Monitoring and Evaluation Framework
2) Indicator Performance Tracking Table
### ANNEX 1
### STRATEGIC LOGICAL FRAMEWORK

<table>
<thead>
<tr>
<th>Activity</th>
<th>Output</th>
<th>Performance Indicator</th>
<th>Means of Verification</th>
<th>Risks / Assumption</th>
<th>Inputs</th>
<th>Time Frame (Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and redesign complaints handling system and procedures</td>
<td>Complaints handling system and procedures reviewed and redesigned.</td>
<td>Revised Complaints Handling Manual Number of copies of Revised Complaints Handling Manual</td>
<td>Copies of the Revised Complaints Handling Manual and standard procedures</td>
<td>Inadequate funding; Under staffing; competition for funding with CSOs and NGOs;</td>
<td>Budget; supplies; procurement; personnel; technical assistance</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Review procedures for conducting public inquiries and hearings</td>
<td>Procedures for conducting public inquiries and public hearings revised</td>
<td>Revised procedures for conducting public inquiries and public hearings Number of copies of revised procedures for public inquiries and hearings</td>
<td>Copies of the revised procedures for public inquiries and hearings</td>
<td>Inadequate funding; inadequate vehicles; under staffing;</td>
<td>Budget; supplies; procurement; personnel; technical assistance</td>
<td></td>
</tr>
<tr>
<td>Computerize complaint handling system</td>
<td>Staff and Commissioners oriented on complaints handling system</td>
<td>Operationalized database management system</td>
<td>Computerized system</td>
<td>Inadequate funding, high computer phobia among members of staff</td>
<td>Budget; supplies; procurement; personnel; technical assistance</td>
<td></td>
</tr>
<tr>
<td>Develop feedback</td>
<td>Complaints</td>
<td>Number of channels</td>
<td>Suggestion</td>
<td>Inadequate</td>
<td>Stationery;</td>
<td></td>
</tr>
</tbody>
</table>

**Strategic Outcome 1.0** Enhanced efficiency, effectiveness and responsiveness in the protection and investigation of violations of human rights

**Strategic Objective 1.1: To strengthen the handling and resolution of complaints and cases of human rights violations**

*Strategy 1.1.1: Strengthening capacity of the Commission to investigate and resolve human rights violations*
<table>
<thead>
<tr>
<th>Mechanism for Human Rights Complainants</th>
<th>Handling System of Communication</th>
<th>Number of Service Standards Formulated</th>
<th>Number of Standard Operating Procedures Developed</th>
<th>Complaint System Feedback Reports</th>
<th>Availability of Forces Against Change</th>
<th>Stationery, Suggestion Box Communication, (Phones, Faxes, Emails, etc)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a Customer Service Charter for Service Delivery</td>
<td>Feedback Mechanism Set Up for Human Rights Complaints</td>
<td>Number of Staff and Commissioners Oriented on New Systems and Procedures</td>
<td>Reduced Backlog of Complaints Received, Human Rights Situation Known</td>
<td>Comprehensive Case Audit Report</td>
<td>Annual Cases Audit Reports</td>
<td>Technical Support Budget Human Capital</td>
</tr>
<tr>
<td>Orient Staff and Commissioners on the Revised Complaints Handling Systems and Procedures</td>
<td>Staff and Commissioners Oriented on the Revised Complaints Handling Systems and Procedures</td>
<td>Number of Staff and Commissioners Oriented on New Systems and Procedures</td>
<td>Reduced Backlog of Complaints Received, Human Rights Situation Known</td>
<td>Comprehensive Case Audit Report</td>
<td>Annual Cases Audit Reports</td>
<td>Technical Support Budget Human Capital</td>
</tr>
</tbody>
</table>

**Strategy 1.1.2: Ensuring effective investigations, public hearings and inquiries, and resolution of complaints and cases of human rights violations.**

- Conduct case auditing of all previous cases and complaints received to establish the backlog and status of cases by category of rights, period received and origin as well as systemic violations.
- Undertake Complainants tracing on stale cases.
- Receive and screen emerging complaints.

---

4 This Complaint System will allow customers to complain against the Commission.
<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
<th>Result</th>
<th>Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-organize central registry for complaints</td>
<td>Central registry for physical files</td>
<td>Efficiency in handling complaints</td>
<td>Availability of funds</td>
</tr>
<tr>
<td>Conduct on-spot investigations</td>
<td>Investigations reports produced</td>
<td>Number of cases investigated</td>
<td>Investigations reports</td>
</tr>
<tr>
<td>Conduct public hearings into high profile cases of human rights violations</td>
<td>Public hearings conducted</td>
<td>Number of reports on public hearings</td>
<td>Public inquiries and hearings reports</td>
</tr>
<tr>
<td>Convene meetings of the Commission to determine on human rights issues arising from investigations and complaints screening</td>
<td>Complaint handling-related meetings of the Commission convened</td>
<td>Exercise of authority in complaint handling by members of the Commission enhanced</td>
<td>Minutes of Commissioners meetings</td>
</tr>
<tr>
<td>Conduct conciliation and other forms of Alternative Dispute Resolution (ADR)</td>
<td>ADR conducted, reduced backlog of complaints received, human rights situation known</td>
<td>Number of ADR reports compiled</td>
<td>ADR reports</td>
</tr>
<tr>
<td>Conduct public interest and strategic litigation</td>
<td>Public interest litigation conducted</td>
<td>Number of public interest and strategic cases taken to court for remedies</td>
<td>Litigation reports; regular reports</td>
</tr>
<tr>
<td>Case conferencing on systemic issues</td>
<td>Conference conducted</td>
<td>Number of case conferencing</td>
<td>Conference reports</td>
</tr>
</tbody>
</table>

willingness of the victims to report cases
<table>
<thead>
<tr>
<th>Activity</th>
<th>Outcome</th>
<th>Resource availability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community dialogue on systemic cases</td>
<td>Community dialogue conducted</td>
<td>Budget; vehicles; human capital</td>
</tr>
<tr>
<td></td>
<td>Number of community dialogues conducted</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dialogue reports</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Availability of funding</td>
<td></td>
</tr>
<tr>
<td>Profile investigations and reports of complaints handling of human Rights violations</td>
<td>Investigations and reports profiled</td>
<td>Budget; vehicles; human capital</td>
</tr>
<tr>
<td></td>
<td>Number of investigations and reports profiled</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Profile reports</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Willingness of reporters</td>
<td></td>
</tr>
</tbody>
</table>

**Strategy: 1.1.3 Ensuring oversight mechanism for the implementation of Access to information Act.**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Outcome</th>
<th>Resource availability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish the Access to Information Unit</td>
<td>ATIA unit established</td>
<td>Budget; human capital; technical expertise</td>
</tr>
<tr>
<td></td>
<td>Management Information System Tools</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Report on mapping of information holders</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mapping report</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Availability of resources</td>
<td></td>
</tr>
<tr>
<td>Undertake Mapping of information holders</td>
<td>Capacity of information officers to handle requests for information created</td>
<td>Budget; human capital; technical expertise</td>
</tr>
<tr>
<td></td>
<td>Number of information holders trained</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Training report</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nomination of information holders</td>
<td></td>
</tr>
<tr>
<td>Conduct public awareness on ATIA</td>
<td>Public awareness conducted</td>
<td>Fuel; DSA; stationery; vehicles; media programmes; consultancy; info guides conference facilities; public address system</td>
</tr>
<tr>
<td></td>
<td>Number of Information holders prepared to comply with the ATI Act and prevent occurrence of complaints, Number of Information seekers empowered to demand information</td>
<td></td>
</tr>
<tr>
<td>Strategic Objective 1.2 To reform the management component of the Commission</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy 1.2.1 Reorganizing the setup of the Commission</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct a Comprehensive Functional Review of the Management Structure of the Commission</td>
<td>Organizational assessment report produced</td>
<td>Concept Note; inception report; functional review report</td>
</tr>
<tr>
<td>Adjudicate requests for review of decisions not to provide information by information holders</td>
<td>Complaints adjudicated</td>
<td>Number of cases adjudicated</td>
</tr>
<tr>
<td>Monitor Compliance with the ATIA by information holders and information seekers</td>
<td>Compliance monitored</td>
<td>Number of monitoring reports</td>
</tr>
<tr>
<td>Compile, print and publish Annual Report on ATIA</td>
<td>Annual Report on ATIA published</td>
<td>Human Rights Commission compliance with ATIA</td>
</tr>
</tbody>
</table>
Review policies, systems and procedures

Revised policies promulgated; revised systems developed; revised; and administrative standard operating procedure developed

Administrative policies, systems and standard operating procedures

Policy Documents

Unwillingness of members of staff and Commissioners to adopt reformed policies, systems and procedures

Technical Assistance; procurement budget

Transform organizational culture of the Commission

Cultural Analysis Conducted cultural freezing and unfreezing conducted

Positive work culture

Assessment reports

Unwillingness to change

Technical Assistance

Undertake corporate rebranding and profiling

Digital electronic and physical sign posts developed; new office premises acquired

Sign posts bill boards; social media; Commission relocated to new office premises

Activity reports; office premises

Availability of funds; cooperation of Ministry of Lands

Technical assistance; procurement budget

<table>
<thead>
<tr>
<th>Strategic Objective 1.3 To strengthen technical capacity of Commissioners and members of staff to undertake effective complaints handling</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activities</strong></td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>Train Commissioners and members of staff on the revised complaint handling system and procedures</td>
</tr>
<tr>
<td>Conduct specialized complaint handling (ADR, investigations, report writing, etc)</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>Train members of staff and Commissioners in planning, conducting and reporting on investigations and resolution of complaints and cases</td>
</tr>
</tbody>
</table>

**Strategy: 1.3.2 Implement a Human Rights Professional Development Programme**

<table>
<thead>
<tr>
<th>Develop a Short and Long-Term Human Rights Focused Training Programme</th>
<th>Short Term and Long term Training Programme Developed</th>
<th>Training Programme Document</th>
<th>Training Programme Document</th>
<th>Availability of Training Budget</th>
<th>Training budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilitate training of members of staff and Commissioners in human rights</td>
<td>Number of Commissioners and members of staff placed on short term training; number of members of staff placed on long term human</td>
<td>Training Reports</td>
<td>Availability of training funding</td>
<td>Training budget</td>
<td></td>
</tr>
<tr>
<td><strong>Deploy trained Commissioners and Members of staff</strong></td>
<td><strong>Number of Commissioners and members of staff handling complaints</strong></td>
<td><strong>Performance reports</strong></td>
<td><strong>Unwillingness to return to and remain in the Commission after training; underutilization of acquired skills and knowledge</strong></td>
<td><strong>Operational Budget</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Strategic objective 1.4: To improve the resource base of the Commission**

**Strategy: 1.4.1 Mobilizing Resources & Fundraising**

| Develop a resource mobilization strategy | Resource mobilization strategy adopted | Resource mobilization strategy | Number of potential | Resource Mobilization Strategy Document | Availability of internal technical expertise | Donor meetings; internal travels; supplies |
| Convene a meeting with development partners | Development partners sensitized on the shift of the commission and the contents of the new Strategic Plan and resource needs | Number of development partners attending the meeting; number of potential development partners identified; number of potential funding areas identified | Activity report | Competition for donors; conflict of interest; willingness of the UN Resident/UN High Commissioner for Human Rights and Ministry of Justice Coordinator to champion the cause for the Commission | Strategic Plan; Resource Mobilization Strategy |
| Develop a long term programme support document for institutional capacity development | Programme Support Document (PSD) developed; basket funding mobilized; long term financing agreement concluded; | Number of PSDs developed; Number of development partners participating in the basket financing agreement; sum of the basket financing agreement | PSD financing agreement | Participation of development partners in the development of the PSD | Technical Assistance Procurement Budget |
| Develop and sell thematic short term proposals to deal with emerging funding needs | Short term financing proposals developed | Number of proposals developed; number of financing | Proposal documents financing agreements | Competition for funding with other actors in the | Technical skills in developing sellable proposals |
**Strategy: 1.4.2 Strengthening Financial Accountability**

Mainstream Donor finance management reporting policies in the systems and procedures of the Commission

| Donor policies adapted in the systems and procedures of the Commission | % Increase in donor policy compliance; % Decrease in failure to liquidate; timeliness in liquidating advances; % reduction in queries on liquidation; % increase in the rate of absorption of donor funding | Revised policies; financial reports; budgets | Internal resistance to change; inadequate technical capacity among finance staff | Training Donor policy orientation |

**STRATEGIC OUTCOME 2.0 Improved rights based culture at all levels of the society**

**Strategic Objective 2.1** To enhance compliance with and adherence to human rights principles and norms among duty bearers in both public and private sectors, including Civil Society Organizations

<table>
<thead>
<tr>
<th>Strategies Activity</th>
<th>Output</th>
<th>Performance Indicator</th>
<th>Means of Verification</th>
<th>Risks/Assumptions</th>
<th>Inputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undertake annual human rights situational analyses informed by the SDGs regarding compliance with and adherence to human rights principles</td>
<td>Annual human rights situational analysis undertaken</td>
<td>Annual human rights situational analysis reports</td>
<td>Reports</td>
<td>Resistance from Authorities; inadequate funding</td>
<td>Budget technical assistance</td>
</tr>
<tr>
<td>Hold research symposium to disseminate human rights situational analyses findings among the duty</td>
<td>Symposium to disseminate human rights situational analysis reports</td>
<td>Number of reports distributed; number of people targeted</td>
<td>Activity report</td>
<td>Inadequate funding</td>
<td>Budget; Media; copies of the baseline survey report</td>
</tr>
<tr>
<td>bearers including MDAs, local councils, corporate entities, CSOs and traditional leaders</td>
<td>done</td>
<td></td>
<td></td>
<td>Facilitate the mainstreaming of human rights principles and norms in the working of MDAs, local councils, corporate entities, CSOs and traditional leaders</td>
<td>Human Rights Principles of mainstreamed in MDAs, local councils, corporate entities, CSOs and traditional leaders</td>
</tr>
</tbody>
</table>

| Devise a reporting system for MDAS, corporate entities and CSOs | Compliance report system mainstreamed in reports of MDAs, Corporate Entities and CSOs | Number of Reporting Templates | Activity Report | Willingness of the MDAs, corporate entities and CSOs; capacity of the MDAs; corporate Entities and CSOs to absorb change; availability of funding | Technical assistance; budget |

**Strategy: 2.1.2 Undertaking Human Rights Monitoring in MDAs, Corporate Entities and CSOs to measure extent of compliance with principles of equality and Non-Discrimination**

<p>| Undertake | collaborative | Collaborative | Number of meetings | Minutes and | Willingness of | Personnel; |</p>
<table>
<thead>
<tr>
<th>Engagement with the NSO to mainstream human rights principles and norms, including SDGs in population surveys</th>
<th>Engagements with the NSO done</th>
<th>Reports</th>
<th>NSO to collaborate with MHRC</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Devise and implement an incentive and sanctioning system</td>
<td>Human rights compliance reward system devised; human rights compliance incentives defined</td>
<td>Number of rewards; quantum of rewards and sanctions</td>
<td>Concept Note; activity report</td>
<td>Availability of funds to implement the incentives</td>
</tr>
<tr>
<td>Hold a bi-annual symposium to disseminate findings of Compliance Monitoring</td>
<td>Human Rights Compliant Institutions Rewarded</td>
<td>Number of symposia held; number of duty bearers assessed</td>
<td>Activity reports</td>
<td>Availability of funds</td>
</tr>
<tr>
<td>Conduct public inquiries on systemic human rights issues in the delivery of public services</td>
<td>Level of adherence to human rights principles determined; magnitude and dimensions of human rights issues profiled.</td>
<td>Number of public inquires; number of Reports produced</td>
<td>Activity reports</td>
<td>Cooperation from key stakeholders</td>
</tr>
</tbody>
</table>

**STRATEGIC OBJECTIVE 2.2: To ensure increased responsiveness of legislation, policies, regulations, administrative decisions, procedures, Bills and administrative proposals to human rights standards in both public and private sectors**

**Strategy: 2.2.1 Examining the status and effects of legislation, policies, regulations, administrative decisions, administrative proposals, Bills and procedures used in both public and private sectors for human rights compliance and adherence**
<table>
<thead>
<tr>
<th>Conduct rights-based review of policies, regulations and procedures</th>
<th>Review of policies, regulations and procedures undertaken</th>
<th>Number of policies, regulations and procedures produced</th>
<th>Analysis reports</th>
<th>Political will</th>
<th>Budget; expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage MDAs, Corporate Entities and CSOs, as relevant, on the findings of the reviews</td>
<td>Submissions made MDAs, Corporate Entities and CSOs engaged</td>
<td>Number of MDA, Corporate Entities and CSOs reached</td>
<td>Progress Reports</td>
<td>Resistance from Authorities Inadequate vehicles Under staffing</td>
<td>Budget; expertise</td>
</tr>
<tr>
<td>Prepare rights-based review submissions on each MDA, corporate entity and CSO</td>
<td>Submissions made MDAs, Corporate Entities and CSOs engaged</td>
<td>Number of submissions made</td>
<td>Submissions</td>
<td>Inadequate funding; inadequate vehicles; under staffing.</td>
<td>Research; budget; expertise</td>
</tr>
</tbody>
</table>

**Strategy: 2.2.2 Undertaking Social Accountability Initiatives**

<table>
<thead>
<tr>
<th>Develop concept notes on the design of the service delivery customer satisfaction and expenditure tracking surveys</th>
<th>Concept notes on the design of the service delivery customer satisfaction and expenditure tracking surveys developed</th>
<th>Number of concept notes</th>
<th>Reports</th>
<th>Inadequate skills</th>
<th>Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct annual rights-based services delivery</td>
<td>Rights-based services delivery customer;</td>
<td>Number of rights-based services delivery customer</td>
<td>Reports</td>
<td>Resistance from authorities;</td>
<td>Research; budget</td>
</tr>
<tr>
<td>Customer Satisfaction Surveys</td>
<td>Rights-based expenditure tracking surveys conducted; reports of rights-based expenditure tracking surveys produced.</td>
<td>Number of rights-based expenditure tracking surveys designed; number of rights-based expenditure tracking surveys conducted; number of rights-based expenditure tracking surveys reports produced.</td>
<td>Reports</td>
<td>Research; budget</td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
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<td>-------------------------------------------------------------------------------------------------</td>
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<td>-----------------</td>
<td></td>
</tr>
<tr>
<td>Undertake annual rights-based budget analysis</td>
<td>Rights-based budget analysis designed; rights-based budget analysis conducted; reports of rights-based budget</td>
<td>Number of rights-based budget analysis designed; number of rights-based budget analysis conducted; number of rights-based budget analysis reports produced.</td>
<td>Reports</td>
<td>Resistance from authorities; inadequate funding; inadequate vehicles; under staffing; competition for funding with CSOs and NGOs.</td>
<td>Research; budget</td>
</tr>
<tr>
<td>Activity</td>
<td>Reports</td>
<td>Resistance from authorities; inadequate funding; inadequate vehicles; under staffing; competition for funding with CSOs and NGOs.</td>
<td>Human rights promotion budget</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profile human rights issues emanating from social accountability</td>
<td>Social accountability reports disseminated; duty bearers- rights holders interface meetings conducted; panel discussions on social accountability findings conducted.</td>
<td>% increase in the level of awareness of human rights issues; number of reports disseminated; number of stakeholders reached with findings of social accountability; number of interface meetings; number of panel discussions conducted; (radio-based and sessions)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct training in ESCRs, Business and Human Rights and Access to Information for MDAs, corporate entities and CSOs</td>
<td>Training sessions conducted</td>
<td>Number of training sessions conducted; number of duty bearers reached.</td>
<td>Training reports</td>
<td>Human rights promotion budget</td>
<td>Resistance from authorities; inadequate funding; inadequate vehicles; under staffing; competition for funding with CSOs and NGOs.</td>
</tr>
<tr>
<td>Strategies Activity</td>
<td>Outputs</td>
<td>Performance Indicator</td>
<td>Means of verification</td>
<td>Assumptions /Risks</td>
<td>Inputs</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Devise a rights-based communication and public education strategy production of standardized human rights materials</td>
<td>Rights-based communication and public education strategy developed</td>
<td>Rights-based communication and public education strategy in place</td>
<td>IEC materials; Progress reports</td>
<td>inadequate funding; inadequate vehicles</td>
<td>Human rights promotion budget; technical assistance</td>
</tr>
<tr>
<td>Develop standardized human rights information, education and communication (IEC) materials</td>
<td>Standardized human rights IEC materials produced</td>
<td>Number of IEC designed; number of media activities</td>
<td>IEC Materials; Progress reports</td>
<td>Inadequate funding; inadequate vehicles</td>
<td>Human rights promotion budget; technical assistance</td>
</tr>
<tr>
<td>Print standardized IEC materials</td>
<td>Standardized human rights IEC materials printed</td>
<td>Number of IEC materials produced; number of IEC materials disseminated; Number of media activities</td>
<td>IEC Materials; Progress reports</td>
<td>Inadequate funding; inadequate vehicles</td>
<td>Human rights promotion budget; technical assistance</td>
</tr>
<tr>
<td>Develop media-based human rights education and awareness programmes</td>
<td>Media-based human rights education and awareness programmes developed</td>
<td>Number of education and awareness program developed</td>
<td>Report</td>
<td>Inadequate funding; under staffing</td>
<td>Technical assistance; budget</td>
</tr>
<tr>
<td>Undertake mapping of stakeholders for partnership in conducting</td>
<td>Human rights education service providers mapped</td>
<td>Number of human rights education service providers</td>
<td>Mapping report</td>
<td>Inadequate funding; under staffing</td>
<td>Human rights promotion budget</td>
</tr>
<tr>
<td>Activity</td>
<td>Number</td>
<td>Activity report</td>
<td>Report</td>
<td>Source</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Conduct training of human rights educators and members of the human rights forum</td>
<td>Number of training sessions conducted; number of human rights educators trained</td>
<td>Willingness of the Human rights education service providers to partner with the commission; willingness of development partners to fund CSOs; human rights education service providers through the Commission</td>
<td>Cooperation from stakeholders</td>
<td>Human rights promotion budget; technical assistance</td>
<td></td>
</tr>
<tr>
<td>Monitor the provisioning of human rights education and awareness raising by human rights education</td>
<td>Number of human rights education feedback survey devised;</td>
<td>Human Rights Education Service Provision and Aweless Feedback</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service providers and members of the Human Rights Forum</td>
<td>Mechanism devised Human rights awareness Feedback Surveys Conducted; Human Rights Education Monitoring Surveys Conducted</td>
<td>Number of feedback surveys conducted number of monitoring surveys conducted</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**STRATEGIC OUTCOME 3:** Enhanced availability and accessibility of up-to-date and relevant human rights information and knowledge

**STRATEGIC OBJECTIVE 3.1: To establish a One Stop Human Rights Information Centre structure of the Commission**

**Strategy: 3.1.1 Enhancing the research and knowledge management capability of the Commission**

<table>
<thead>
<tr>
<th>Establish a robust research and knowledge management function at the Commission</th>
<th>Focused Functional Review conducted; research and knowledge management function established</th>
<th>copy of the approved organizational structure review produced</th>
<th>Establishment Warrant</th>
<th>Political will</th>
<th>Functional Review; personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruit staff for the research function at the Commission</td>
<td>Positions in the Research Department filled; research assistants recruited; technical assistance recruited</td>
<td>Number of research technical officers employed; number of research assistants; number of consultancy contracts</td>
<td>Employment Files; procurement reports; procurement reports</td>
<td>Government commitment to fund</td>
<td>Personnel emolument budget; procurement budget for research assistant</td>
</tr>
<tr>
<td>Build the capacity of the research team at the Commission</td>
<td>Staff development plan developed; training of staff conducted</td>
<td>Number of members of staff trained; number of training sessions conducted</td>
<td>Training reports</td>
<td>Availability of funds</td>
<td>Research budget</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>-------------------------------------------------------------</td>
<td>-------------------------------------------------</td>
<td>-----------------</td>
<td>---------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Develop a research agenda</td>
<td>Stakeholder consultative meetings; human rights research issues identified; research agenda developed</td>
<td>Number of stakeholder consultative meetings; number of human rights research issues identified; research agenda developed</td>
<td>Stakeholder consultation meeting report; research agenda roadmap</td>
<td>Inadequate funding</td>
<td>Research budget</td>
</tr>
<tr>
<td>Develop a unified resource centre at the Commission</td>
<td>Commission website operationalized; Commission physical resource centre modernized</td>
<td>Number of research, human rights education, human rights monitoring, human rights situational analysis and investigation reports uploaded on the Commission Website; Number of research, human rights education and investigation reports filed in the Commission physical resource centre</td>
<td>Functioning electronic and manual resource centre</td>
<td>Availability of funds</td>
<td>Human Rights Information Centre Budget; technical assistance; severs; human rights resources</td>
</tr>
<tr>
<td>Launch the Human Resources Centre</td>
<td>Commission physical resource centre modernized</td>
<td>Physical resource centre in place</td>
<td>Functioning electronic and manual resource centre</td>
<td>Availability of funds</td>
<td>Budget; technical assistance</td>
</tr>
<tr>
<td>Procure long term technical assistance to support the</td>
<td>Technical assistants</td>
<td>Number of technical assistants recruited</td>
<td>Reports</td>
<td>Availability of financial resources</td>
<td>Budget</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Strategy: 3.1.2 Profiling the human rights resource centre</th>
<th>Implementation of the research agenda</th>
<th>Recruited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publicize the human rights resource centre at the Commission</td>
<td>Number of people accessing the resource centre; number of people access human rights material</td>
<td>Progress reports</td>
</tr>
<tr>
<td>Train resource center staff in disability friendly reading formats</td>
<td>Concept note; number of trainings; frequency of trainings</td>
<td>Progress reports</td>
</tr>
<tr>
<td>Strategic Objective 3.3 : To improve the capacity of Commissioners and staff in human rights issues</td>
<td>Training budget; personnel; technical assistances</td>
<td></td>
</tr>
<tr>
<td>Strategy: 3.3.1 Strengthening the human rights knowledge base of Commissioners and staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attach Commissioners and staff to reputable human rights institutions</td>
<td>knowledge gained by Commissioners and staff</td>
<td>Concept note; number of TORs; number of guidelines; number of committees</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Conduct study tours for Commissioners and staff</td>
<td>Improved knowledge and skills; best practices acquired</td>
<td>Study tour reports</td>
</tr>
</tbody>
</table>

**Strategic Outcome 4.0 Increased accessibility to the services and visibility of the Commission**

**Strategic Objective 4.1 To decentralize mechanisms for accessing the services of the Commission**

4.1.1 Networking with local human rights institutions

Create human rights thematic committees at national, district and community levels

| Human rights committees created and operationalized | Concept Note; number of TORs; number of guidelines; number of committees | Copies of TORs; copy of Costed; Concept Note | Willing of local human rights institutions to work with the Commission | Competition for donor funding | Budget; personnel; office supplies |

Sign MOUs with institutions that are readily available at national, and district level

<p>| MOU’s in place | Concept Note; number of engagement meetings; number of thematic committees; number of reports | Copies of MOUs; copies of Costed; concept Note copies of reports | Willingness of organisations to partner with the Commission | Budget; personnel; office supplies |</p>
<table>
<thead>
<tr>
<th>Establish regional offices in the eastern and northern regions</th>
<th>Regional offices established and operational</th>
<th>Regional office(North) established; number of members of staff recruited and transferred; procurement plan; MOU Finalized; cost centre established</th>
<th>Operational regional office</th>
<th>Inadequate resources to support the establishment and operations of regional office</th>
<th>Budget; personnel vehicles equipment procureme nt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduce Toll-free line services</td>
<td>Toll-free line services introduced</td>
<td>Toll-free number established; number of calls received; procurement plan</td>
<td>Toll-free line; Toll-free number; complaints recorded</td>
<td>Resistance from staff and Commissioners; abuse of the Toll-free line; security</td>
<td>Budget; personnel; equipment; supplies; procureme nt</td>
</tr>
<tr>
<td>Strengthen Southern Region Office</td>
<td>Vacant positions filled; equipment procured; resource base developed; coordination with head office enhanced</td>
<td>Capacity assessment report of networking</td>
<td>Capacity assessment report</td>
<td>Availability of funds</td>
<td>Budget; personnel; vehicles; equipment procureme nt; IT budget</td>
</tr>
</tbody>
</table>

**Strategic Objective 4.2 To improve levels of confidence by complainants in the ability of the Commission to timely address human rights issues**

**Strategy: 4.2.1 Enhancing the monitoring mechanism for the Commission**

<table>
<thead>
<tr>
<th>Undertake Functional Review to develop the planning, monitoring and reporting function within the Corporate Services</th>
<th>Functional review report produced</th>
<th>Number of functional review reports</th>
<th>Functional review reports</th>
<th>Availability of funds</th>
<th>Budget; technical assistance</th>
</tr>
</thead>
</table>

55
<table>
<thead>
<tr>
<th>Function</th>
<th>Description</th>
<th>Report Type</th>
<th>Resource Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop planning, monitoring and reporting system for the Commission</td>
<td>Robust planning, monitoring and reporting function and framework developed</td>
<td>Number of planning, monitoring and reporting function and frameworks</td>
<td>Availability of funds; Budget; technical assistance; office supplies</td>
</tr>
<tr>
<td>Hold Quarterly, bi-annual and annual integral planning and review meetings</td>
<td>Quarterly, bi-annual and annual integral planning and review meetings conducted</td>
<td>Number of quarterly, bi-annual and annual integral planning and review meetings</td>
<td>Staff and Commissioners availability; Budget; personnel; office supplies</td>
</tr>
<tr>
<td>Produce corporate periodic work plans and reports</td>
<td>Corporate work plans and reports produced</td>
<td>Number of corporate work plans and reports</td>
<td>Attitude of staff; Personnel; office Supplies</td>
</tr>
<tr>
<td>Commission external evaluations on projects and programmes</td>
<td>External evaluations on projects and programmes done</td>
<td>Number of external evaluations on projects and programmes reports</td>
<td>Availability of funds; Budget; personnel; office Supplies</td>
</tr>
</tbody>
</table>

**Strategic Objective 4.3 : To enhance the role of the media in human rights protection and promotion**

Strategy: 4.3.1 Strengthening working relationship with both print and electronic media houses
<table>
<thead>
<tr>
<th>Establishment</th>
<th>Activity</th>
<th>Description</th>
<th>Key Performance Indicators</th>
<th>Terms of Reference</th>
<th>Comments</th>
<th>Budget/Personnel/Office Supplies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish a media taskforce on human rights protection and promotion</td>
<td>Media taskforce established</td>
<td>Concept Note; Number of engagements; Number of Media Houses Participating in the Taskforce</td>
<td>Willingness by media houses; Political will</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct rights based sensitization sessions with editors</td>
<td>Sensitization of editors conducted</td>
<td>Number of sensitization sessions conducted; number of editors sensitized</td>
<td>Attendance register; sensitization report</td>
<td>Low funding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct training of human rights reporters and members of the media taskforce in human rights reporting</td>
<td>Human rights reporters and media taskforce members trained</td>
<td>Number of training sessions conducted; number of human rights reporters and media taskforce members trained</td>
<td>Reports</td>
<td>Inadequate funding</td>
<td>Human rights promotion; budget</td>
<td></td>
</tr>
<tr>
<td>Undertake orientation of human rights media taskforce on their roles</td>
<td>Orientation of media taskforce conducted</td>
<td>Number of orientation sessions conducted; number of members oriented</td>
<td>Reports</td>
<td>Inadequate funding</td>
<td>Human rights promotion; budget</td>
<td></td>
</tr>
<tr>
<td>Facilitate the workings of the human rights media taskforce</td>
<td>Media taskforce annual work plan developed; meetings of the media taskforce conducted</td>
<td>Number of Work plans; number of taskforce meetings; number of monitoring missions</td>
<td>Reports minutes</td>
<td>Availability of funding political will of editors</td>
<td>Human Rights Promotion; Budget</td>
<td></td>
</tr>
<tr>
<td>Interface the workings of the Commission with the human rights reporters demands for information</td>
<td>Human Rights information provided to the media on time</td>
<td>Number of questionnaires responded to; number of interviews granted; number of press releases produced; number of articles</td>
<td>Copies of filled questionnaire; copies of articles published</td>
<td>Low funding; Ineffective internal communication and information systems</td>
<td>Budget; personnel</td>
<td></td>
</tr>
</tbody>
</table>

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| Activity                                                                 | Frequency          | Conceptual:
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Upload reports and documentation on the Commission’s website</td>
<td>Published;</td>
<td>Reports uploaded</td>
</tr>
<tr>
<td></td>
<td>number of reports</td>
<td></td>
</tr>
<tr>
<td></td>
<td>printed and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>uploaded</td>
<td></td>
</tr>
<tr>
<td>Reports uploaded</td>
<td>Concept note;</td>
<td>Number of reports</td>
</tr>
<tr>
<td></td>
<td>number of</td>
<td></td>
</tr>
<tr>
<td></td>
<td>meetings;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>number of reports</td>
<td></td>
</tr>
<tr>
<td>Functional website</td>
<td>Availability of</td>
<td>Resources</td>
</tr>
<tr>
<td></td>
<td>website</td>
<td></td>
</tr>
<tr>
<td></td>
<td>functional</td>
<td></td>
</tr>
<tr>
<td>Availability of resources</td>
<td>Budget;</td>
<td>Personnel;</td>
</tr>
<tr>
<td></td>
<td>equipment</td>
<td></td>
</tr>
</tbody>
</table>

### Strategic Objective 4.4: To strengthen the Commission’s interfacing with other stakeholders at all levels

#### Strategy: 4.4.1 Strengthening the National Human Rights Forum

| Activity                                                                 | Frequency          | Conceptual:
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operationalize the National Human Rights Forum</td>
<td>Quarterly</td>
<td>Engagement;</td>
</tr>
<tr>
<td></td>
<td>meetings conducted</td>
<td>number of</td>
</tr>
<tr>
<td></td>
<td></td>
<td>reports</td>
</tr>
<tr>
<td>Facilitate strategic coordination among stakeholders</td>
<td>Thematic</td>
<td>Monitoring;</td>
</tr>
<tr>
<td></td>
<td>meetings conducted</td>
<td>number of</td>
</tr>
<tr>
<td></td>
<td></td>
<td>reports</td>
</tr>
<tr>
<td>Conduct a capacity assessment and mapping of the members of the</td>
<td>Capacity</td>
<td>Assessment;</td>
</tr>
<tr>
<td></td>
<td>assessment and</td>
<td>number of</td>
</tr>
<tr>
<td></td>
<td>mapping exercise</td>
<td>directories</td>
</tr>
<tr>
<td></td>
<td>conducted</td>
<td></td>
</tr>
<tr>
<td>Directory of stakeholders working with the Commission</td>
<td>Capacity assessment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>report;</td>
<td>number of</td>
</tr>
<tr>
<td></td>
<td>mapping report</td>
<td>reports</td>
</tr>
<tr>
<td>Develop a directory of all stakeholders working with the Commission</td>
<td>Directory of</td>
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</tr>
<tr>
<td></td>
<td>stakeholders</td>
<td>number of</td>
</tr>
<tr>
<td></td>
<td>developed</td>
<td>directories</td>
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#### Strategy: 4.4.2 Reintroduce thematic committees for the Commission

| Activity                                                                 | Frequency          | Conceptual:
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Develop terms of TORs reviewed</td>
<td>Concept Note;</td>
<td>Costed concept</td>
</tr>
<tr>
<td></td>
<td>reports</td>
<td>Commitment by</td>
</tr>
<tr>
<td></td>
<td></td>
<td>staff;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Budget;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Personnel;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Office supplies</td>
</tr>
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</table>

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<table>
<thead>
<tr>
<th>Reference for the thematic committees</th>
<th>Number of meetings; number of reports</th>
<th>Concept note; number of meetings; number of reports</th>
<th>Availability of resources</th>
<th>Personnel; Supplies</th>
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<tbody>
<tr>
<td>Orient members of thematic committees</td>
<td>Thematic committee operationalized</td>
<td>Concept note; number of meetings; number of reports</td>
<td>Costed concept note; reports</td>
<td>Commitment by members of thematic committees; availability of resources</td>
</tr>
<tr>
<td>Conduct quarterly meeting with thematic committee</td>
<td>Quarterly meetings conducted</td>
<td>Concept note; report on thematic committee meetings</td>
<td>Costed Concept Note; reports</td>
<td>Commitment by committee members; availability of resources</td>
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<tr>
<td></td>
<td>Monitoring visits conducted</td>
<td>Concept note; number of visits; number of reports produced</td>
<td>Costed concept note; reports</td>
<td>Commitment by thematic committee members; availability of resources</td>
</tr>
</tbody>
</table>