



Network of African National Human Rights Institutions (NANHRI)

Strategic Plan

2021 - 2025



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Strategic Plan

2021 – 2025



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Acronyms and Abbreviations

AU	African Union
CSO	Civil Society Organization
COVID-19	Coronavirus Disease 2019
DIHR	Danish Institute for Human Rights
ECOSOC	Economic, Social and Cultural Rights
GANHRI	Global Alliance for National Human Rights Institutions
GBV	Gender Based Violence
GCM	Global Compact for Migration
HRD	Human Rights Defenders
IGA	Income Generating Activities
KNCHR	Kenya National Commission on Human Rights
MEAL	Monitoring Evaluation Accountability and Learning
NANHRI	Network of African National Human Rights Institutions
NHRI	National Human Rights Institution
PALU	Pan African Lawyers Union
SCA	Sub-Committee on Accreditation
SC	Steering Committee
SOGIE	Sexual Orientation, Gender Identity and Expression
SDGs	Sustainable Development Goals
TBA	To Be Advised

ToR	Term of Reference
UN	United Nations
VNR	Voluntary National Review



plan,
execute
evaluate
succeed



1

Introduction and Background

1.1 About NANHRI

NANHRI is a regional membership organization consisting of 46 NHRIs. NANHRI, whose Secretariat is based in Nairobi-Kenya since 2007, is registered under Kenyan law as an independent legal entity. NANHRI's general objectives are set out in its Constitution and are outlined as follows:

- Encourage the establishment of National Human Rights Institutions in conformity with the UN Paris Principles (Paris Principles)
- Facilitate the coordination, strengthening and effectiveness of NHRIs in Africa
- Encourage cooperation among NHRIs and with intergovernmental and governmental institutions.

The Secretariat is based in Nairobi-Kenya since 2007



1.2 Rationale of 2021-2025 Strategic Plan

Due to the changing social-economic environment and need to remain relevant, meet member's expectations and contribute to the human rights space in Africa, NANHRI is reviewing its strategic direction by developing a new Strategic Plan that outlines key strategic priorities for the next five years (2021-2025). The plan is also poised to address various challenges facing NANHRI, its members and the African human rights situation in general. This will allow a focus on more sustainable value-adding engagements for the betterment of its members. The new NANHRI Strategic Plan will be used to:

- Align NANHRI and its activities with the aspirations of the members;
- Assess and adjust NANHRI direction in response to changing environments both internal and external and in cognizance of changes such as socio-economic and political changes in the environment and human rights sector, including shifting and changing priorities as a result of COVID-19 Pandemic;
- Offer a well-coordinated and organized effort for producing fundamental decisions and actions that will shape and guide NANHRI, its work, the reason behind its efforts with a focus and orientation on the future and creation of impacts through its activities;
- Help NANHRI do better in terms of focusing its energy, ensuring that its members and partners are working towards the same goals, and have shared expectations and vision; and
- As a tool to support implementation of NANHRI strategic direction and as a guide to response, co-ordination, monitoring and evaluation.

1.3 General Approach to the Strategic Planning

In developing this Strategic Plan, the following questions were addressed:

- Where has NANHRI come from and where is it now? (Situation Analysis);
- Where is NANHRI trying to get to in the long-term (Vision and Strategic Destination);
- Which areas should NANHRI operate in and what kind of activities should it be involved in? (Scope – Demographic, Target, Activities);
- How can NANHRI sustainably perform better than other competing human rights actors? (Sustainable Competitive Advantage);
- What resources (skills, assets, finance/budgets, relationships, technical competence, and facilities) are required in order to be able to operate effectively and achieve NANHRI objectives? (Budgets and Resources);
- How should NANHRI be organized in order to deliver value to its members? (Governance and Structure);
- What external environmental factors affect NANHRI's ability to operate efficiently and effectively? (External Environmental Analysis); and
- What are the expectations of those who have influence in and around NANHRI? (Stakeholders Mapping and Analysis).

1.4 Strategic Plan Development Process

This strategic plan draft was developed through a consultative process. Initially, data was gathered from different sources including: key informants' in-depth interviews with members of the Steering Committee (SC), NANHRI Members, NANHRI management, NANHRI staff members and NANHRI partners. Furthermore, a wealth of historical and operational information was collected through desk reviews of documents provided by NANHRI. A strategy workshop was held to synthesize and discuss issues identified during the information gathering process. This led to the development of NANHRI's strategic priorities for the period 2021 – 2025. A draft strategic plan was then developed and subjected to validation by NANHRI SC members before adoption by members.

1.5 Organization of the Strategic Plan

This strategic plan is divided into the following six sections:

- **Section One: Introduction and Background**
- **Section Two: NANHRI Organizational Review**
- **Section Three: The Human Rights Situation**
- **Section Four: NANHRI Strategic Model**
- **Section Five: Strategic Plan Implementation**
- **Section Six: Performance Monitoring, Evaluation and Reporting**



2 NANHRI Organizational Review

2.1 NANHRI Background

As indicated above, NANHRI brings together 46 NHRIs in Africa. Its mission is to support, through national, regional and international cooperation, the establishment and strengthening of NHRIs to effectively undertake their mandate of human rights promotion, protection, monitoring and advocacy. For ease of administration, the network is divided into five subregional groupings, namely: Central Africa, Eastern Africa, North Africa, Southern Africa and West Africa. The table below summarizes the membership distribution in the five regions

Table 1 NANHRI Membership distribution

Countries	Central Africa	East Africa	North Africa	Southern Africa	West Africa	Total
Anglophone	0	6	4	7	6	23
Francophone	5	3	4	1	10	23
Total	5	9	8	8	16	46

2.2 Governance Structure

NANHRI governance structure is governed derived from the Constitution.

2.2.1 The General Assembly

As per the Constitution, the General Assembly is the highest organ of NANHRI. It comprises all the Network members represented by their high-ranking officials. The roles and responsibilities are prescribed by the Constitution. They include defining the general orientations of NANHRI, especially those program activities that shall lead to the realization of the general objectives of the organisation as well as admitting new members. Further, the General Assembly is held once every two years in ordinary session during biennial conference. However, extra-ordinary sessions can be held as and when need arises.

2.2.2 The Steering Committee(SC)

As per the Constitution, the SC is responsible for the general control and management of the Secretariat including the hiring of the Executive Director as well as any other functions assigned by the General Assembly. The Constitution further states that the SC shall comprise nine members, namely four ex-officio NANHRI members and five others elected from amongst the Full Members. The SC members hail from North Africa, West Africa, Central Africa, Eastern Africa and Southern Africa.

2.2.3 The Accreditation Committee

The Constitution has mandated the Accreditation Committee (AC) with the following responsibilities: reviewing and making recommendations to the SC on applications for membership to NANHRI based on the rules of the Global Alliance for National Human Rights Institutions (GANHRI) and its Sub-Committee on Accreditation (SCA) as well as such other functions as provided for under the Constitution and as may be assigned by the General Assembly. Although the Constitution has the committee cited, in practice this responsibility was taken over

by the GANHRI SCA.

Different working groups are established on an ad hoc basis and their terms of reference (ToR) are established by the General Assembly with the guidance of the SC.

2.2.4 The Secretariat

The NANHRI office consists of permanent Secretariat which is located in Nairobi, Kenya. NANHRI Secretariat is currently comprises 11 staff, 4 male, 7 female. The full-time staff are as follows: Executive Director; Senior Programs Officer, Finance Officer; Communications Officer; 4 Programme Officers: Regional Mechanisms, Human Right Defenders (HRDs) and petty offenses, SOGIE; Administration Officer; Business and Human rights and Finance Assistant. The Executive Director is responsible for the day to day running of the Secretariat under the general direction of the SC.

2.3 Membership

NANHRI has 3 categories of members:

- Full Members – NHRIs that are in full compliance with the Paris Principles;
- Associate Members – NHRIs which strive to comply with the Paris Principles within a period of not more than two years may be admitted to NANHRI as Associate Members. The NHRIs must highlight how they intend to comply with the “Paris Principles” which are a set of guidelines for the establishment, status and mandate of NHRIs; and
- Observer Members - Groups and organisations working towards the protection and promotion of human rights may be admitted as Observer Members.

2.4 Review of NANHRI Performance in the 2015-2019/20 Strategic Plan

The 2015 – 2019 Strategic Plan was extended by the General Assembly by one year to 2020. This was to allow for the development of the new Strategic Plan to cover 2021 – 2025. The review below covers the period inclusive of the additional year.

2.4.1 NANHRI Strategic Priorities 2015 -2019/20

As per the Strategic Plan, NANHRI aimed at having achieved the following strategic objectives by 2019;

1. All African States have NHRIs, established and operating in accordance with the Paris Principles by 2019.
2. At least 40% of African States have articulate and operational core minimum standards on realization of Economic, Social, and Cultural Rights.
3. Improved governance in African countries particularly rule of law and protection of civil liberties by 2019 by at least 50%.
4. Enhanced adaptiveness of NHRIs in responding to emerging and thematic human rights issues by at least 50% of African countries by 2019.
5. Critical Institutional systems established, and institutional efficiency and effectiveness improved in core service areas by 2019.

2.5 Performance Review Per Strategic Objective

Strategic Objective One (1) was to support all African States to have NHRIs established and operating in accordance with the Paris Principles by 2019. The African continent has 54 countries as per

the United Nations. As of 2020, there were 48 NHRIs in Africa, with 46 of them being members of NANHRI. Twenty three out of the 46 enjoyed 'A' status as per the GANHRI SubCommittee on Accreditation while 10 were in the 'B' status. In essence by 2019, 33 NHRIs had achieved either A or B accreditation status. According to GANHRI's SCA, partially compliant (B-status) is not necessarily an indicator that an NHRI is not an effective body. It is based on a determination that there are multiple issues of concern relating to structure, effectiveness, independence, or a combination of those factors. A non-compliant NHRI is required to address such issues to achieve A-status.

The Strategic Objective Two targeted to have at least 40% of African States having articulate and operational core minimum standards on realization of Economic, Social, and Cultural Rights". NANHRI achievement of this strategic objective included establishing a working Group on Sustainable Development Goals (SDGs) which developed a publication titled *"African NHRIs and sustainable development: An overview of good practice"*. The Working Group also developed and published a Working Paper to assist African States in participating in the Voluntary National Review (VNR) on the implementation of SDGs. A statement for submission to the 33rd African Committee of Experts on the Rights and Welfare of the Child (ACERWC) Ordinary session at the African Union Commission in Addis Ababa was developed out of the NHRIs-CSOs meeting. The annual reports are silent on how many States have articulate and operational core minimum standards on realization of Economic, Social, and Cultural Rights.

The Strategic Objective Three reads "Improved governance in all African States, particularly on rule of law and protection of Civil Liberties by 2019." In 2018 as a result of the work of NANHRI and the Kenya National Commission on Human Rights (KNCHR) included, a Police Bail and Bond report was published. It articulates that petty offenders are supposed to be released without bail or bond and required to appear in

court. Further more, Côte d'Ivoire had decriminalized all petty offences except begging and the NHRI developed an action plan in actualizing the decriminalization of petty offences. Additionally, NANHRI made an amicus curiae submission to the African Court joining the Advisory opinion from PALU. The strategic plan key results area under the third strategic objective was research and publications on governance and human rights in Africa, advisories on good governance and human rights published, enhanced awareness on international and regional good governance and human rights instruments and development of standardized monitoring tools on governance and civil liberties. The reports are silent on the achievement of the key results areas for the third strategic objective.

The Strategic Objective Four aimed at enhancing the addictiveness/capacity of NHRIs to respond to emerging and thematic Human Rights issues by at least 50% by 2019. NANHRI's 12th Biennial Conference adopted the Cairo Declaration, which will help the NHRIs in contributing to national and regional strategies of implementing the Global Compact for Migration (GCM). In addition, other outcomes include technical and non-technical input from representations of five NHRIs to finalize the zero draft of the Resolution. 275 implementation guide for African NHRIs was obtained. KNCHR developed a comprehensive action plan involving the departments towards an effective response to handling Sexual Orientation and Gender Identity and Expression (SOGIE) complaints and consciously mainstreaming the subject into their daily activities. A regional convening in Uganda, the NHRIs exchanged best practices as well as identified areas of collaboration in effectively handling complaints related to SOGIE. The workshop on Resolution 275 led to an understanding on how various international, regional and national legislation applies to rights of LGB/Intersex, Transgender, and Gender Non-Conforming (ITGNC) persons. The key results areas included enhancing capacity of NHRIs on emerging human rights

issues, strengthening NHRIs on emerging and thematic human rights issues and having a pool of experts on thematic and emerging human rights issues. From the 2019, report one can infer that the capacity of NHRIs in emerging human rights issues such as SOGIE was achieved. This implies that 2 out of the 3 key results areas of Objective 4 were achieved (67%). However, it should be noted that the objective was to be achieved if the NHRIs were to acquire the ability to respond to emerging and thematic human rights issues. The report was silent on how many NHRIs were able to respond to emerging and thematic Human Rights issues.

Strategic Objective Five aimed at establishing critical institutional systems, institutional efficiency and effectiveness so as to improve core service areas by 2019. As per the 2019, report the election of NANHRI representatives in the GANHRI Working Group on Business and Human Rights, GANHRI Working Group on SDGs and Working Group on Ageing were held. Reports and documents were published and they increased the awareness of the work of NANHRI in addition to contributing to enhancing the capacity of the members in the human rights promotion, protection and advocacy in the specific thematic areas. The documents and published reports increased participation of the NHRIs in the regional and sub-regional judicial processes. The publications highlighted the work of NANHRI and provision of reference materials for the NHRIs and other human rights actors. The published literature by NANHRI generated materials for the major activities that highlighted the work of the members, and partners through the media outlets and online platforms. The key results areas for this objective were “Enhanced staff skills and knowledge; improved human resource capacity; improved institutional policies and procedures and increased financial capacity for the Secretariat.” In January 2017, e-learning courses on SOGIE for the participating NHRIs staff commenced, followed by face-to-face workshop with technical assistance from a

SOGIE reference group. The report was silent on the achievement of the other key result areas.

Table 2: The achievement of 2015 – 2019 strategic plan

Strategic Objectives	Target	Achieved	% achieved
All African States have NHRIs, established and operating in accordance with the Paris Principles by 2019.	54	22	40%
At least 40% of African States have articulate and operational core minimum standards on realization of Economic, Social, and Cultural Rights.	22		-
Improved governance in all African States, particularly on rule of law and protection of Civil Liberties by 2019.	50%	-	-
Enhanced capacity of NHRIs to respond to emerging and thematic Human Rights issues by at least 50% of NHRIs by 2019	26	-	-
Critical Institutional systems established, and institutional efficiency and effectiveness improved in core service areas by 2019	-	-	-

2.6 NHRIs Perceptions of NANHRI

Data was collected from a sample of 18 out of 46 NHRIs. Among other issues, the NHRIs were requested to rate the overall performance of NANHRI on some critical aspects of operations such as the performance of NANHRI, on advocacy, the establishment of NHRIs, providing training services to NHRI, coordination of NHRIs, coordinating and arranging the biennial conferences, coordinating and arranging other ad hoc meetings, coordinating and arranging standing committees, mobilizing funds for NHRIs, monitoring the performance of NHRIs, and linking NHRIs to regional and international actors, among other things.

The top three areas in which NANHRI was ranked highly were: coordination of NHRIs; coordinating and arranging meetings; linking NHRIs with regional and international actors; establishment of NHRIs; advocacy; and the networking aspect of NANHRI. The areas that need improvement include: providing training services to NHRI at 56%, monitoring the performance of NHRIs at 44% and finally mobilizing funds for NHRIs at 28%. The table below presents the members perception of NANHRI overall performance.

Table 3 Perception of NANHRI Performance by NHRIs

Attribute of NANHRI Performance	Percentage
Coordination of NHRIs, arranging and coordinating meetings	89%
Performance as a network (apex body)	83%
Linking NHRIs with regional and international actors	78%
Establishment of NHRIs	72%
In advocacy	67%
In coordinating and arranging the bi-annual conferences	67%
Providing training services to NHRI	56%
Monitoring the performance of NHRIs	44%
Mobilizing funds for NHRIs	28%

It was perceived that NANHRI can support members in various ways. In NHRIs opinion, the top four support areas that can be handled by NANHRI include complaints handling systems for African NHRIs which was proposed by 83% of the respondents, support in promoting good governance, bilateral Support to NHRIs and support in monitoring the implementation of decisions of the African NHRIs at 78%.

The top three areas in which NANHRI was ranked highly were: coordination of NHRIs; coordinating and arranging meetings; linking NHRIs with regional and international actors; establishment of NHRIs; advocacy; and the networking aspect of NANHRI.

Table 4 Desired Support From NANHRI

Aspect	Percentage
Support Complaints Handling Systems for African NHRIs	83%
Support in promoting Good Governance	78%
Bilateral Support to NHRIs	78%
Support in monitoring the implementation of Decisions of the African Human Rights Bodies	78%
Strengthening the role of African NHRIs in preventing and combating corruption	67%

The NHRIs were requested to rate their perception of NANHRI Secretariat on service delivery. The top three areas where the Secretariat had performed well were in effective coordinating of activities for NHRIs at 72%, the Secretariat Staff being helpful in supporting NHRIs at 67% and effective in communicating with the NHRI at 56%. The three areas where the Secretariat needs to improve on included the staff being knowledgeable and well trained in human rights with a score of 44%, having the necessary resources to function and deliver services at 22% and having the required staff to provide services at 17%.

Table 5 Perception of NANHRI Service Delivery

Aspect	Percentage
The Secretariat is effective in coordinating activities for NHRIs	72%
The Secretariat staff are helpful	67%
The Secretariat is effective in communicating with NHRIs	56%
The Secretariat is responsive to our issues or requests	50%
The Secretariat offers support in a language that we are comfortable with	50%
The Secretariat staff are knowledgeable and well trained in human rights	44%
The Secretariat has got the necessary resources to function and deliver services	22%
The Secretariat has the required staff to provide services	17%

Responses were categorized into three sets, namely ECOSOC rights, Civil and political rights and Group human rights



One major function of the NHRIs is to ensure that the obligation of States under the United Nations Charter is to promote universal respect for, and observance of, human rights and freedoms, justice and peace for their citizens. This is achieved through the recognition of the inherent dignity and of the equal and inalienable rights of all members of the human race as the foundation of freedom, justice and peace in the world, as per the Universal Declaration of Human Rights. The member NHRIs were requested to recommend the types of human rights issue that NANHRI should prioritize. The responses were categorized into three sets, namely ECOSOC rights, Civil and political rights and group human rights. Some of the ECOSOC rights included clean environment, food, potable water and sanitation, while civil and political rights included electoral governance, enjoyment of rights of the accused and detained persons- fair trial, right to life etc. and freedom from torture.

The final set of the recommendations included group human rights such as children's rights, women's human rights-gender-based violence and disability rights. The enablers for the fulfilment of these rights were partnerships with civil society organizations, capacity building-human rights education, research, advocacy, resource mobilization

amongst other approaches. The table below summarizes the types of human rights that NANHRI should prioritize as per the NHRIs recommendation.

Table 6 Recommended Areas of Human Rights by NHRIs

ECOSOC rights	Civil and political rights	Group human rights
<ul style="list-style-type: none"> • Clean environment • Food, • Potable water and sanitation • Housing, • Health • Quality education • Business and human rights 	<ul style="list-style-type: none"> • Electoral governance • Enjoyment of rights of the accused and detained persons- fair trial, right to life etc. • Freedom from torture, • Migration • Rights to freedom of association, assembly and expression • Police brutality and extra judicial executions 	<ul style="list-style-type: none"> • Children’s rights • Women’s human rights- GBV • Disability rights
<p>Enablers to fulfillment of the Rights:</p> <ul style="list-style-type: none"> • Partnerships with civil society organizations, • Capacity building - human rights education • Research on Human Rights issues • Advocacy • Sustainable resource mobilization 		

2.7 NANHRI Challenges

2.7.1 Challenges of NANHRI from Stakeholders Perspective

The stakeholders were requested to state the challenges faced by NANHRI. The following is a summary of some of those challenges:

- Inadequate financial and human resources to implement activities
- Limited membership commitment and support to the

Secretariat by NHRIs

- Reliance on membership subscriptions which is erratic
- Limited resource mobilization capacity
- High staff turnover
- Limited Technical/substance expertise
- Programme management challenges

2.7.2 NANHRI Challenges from NHRIs Perspectives

The NHRIs were also requested to state the challenges that NANHRI faced. The following is a summary:

- Limited cohesion between the NHRIs and NANHRI
- The absence of French as a working language during training sessions and meetings
- The delay or sometimes the lack of availability of final documents (final declaration) and other information in French
- Failure to designate focal persons at the Secretariat
- High staff turnover at the Secretariat
- Lack of staff diversity at the Secretariat representing each African linguistic zone
- Support in funding from NANHRI
- Support by NANHRI in requesting governments to pay membership on behalf of NHRIs
- Lack of sufficient staff competence in thematic areas as well as other emerging areas in human rights
- Lack of rotational approach for holding key events in the different NANHRI regions

- Limited linkages with public authorities by NANHRI

2.7.3 NANHRI Challenges from Staff Perspective

The following were challenges NANHRI faced as indicated by the NANHRI staff members:

- High staff turnover especially in programming
- Low staff motivation levels
- Noncompetitive terms of remuneration
- Lack of key staff in strategic positions
- Understaffing of the Secretariat
- Non adherence to existing policies and procedures
- Gaps in the results, monitoring, evaluation, accountability and learning framework
- Limited financial resources
- Limited human and technical resources/ expertise
- Lack of institutional sustainability framework (financial sustainability, service sustainability, organizational sustainability)

2.8 Members Suggestions to NANHRI Secretariat

The following were suggestions to NANHRI:

- Continue encouraging and supporting all NHRIs to pay their membership fees on time for effective and efficient service delivery
- NANHRI should put more effort on its advisory role on NHRIs engagements with governments, civil society organizations and in supporting HRDs
- Build the capacity of its staff and engage in resource mobilization to enable the Secretariat provide more value

adding services to its membership

- Strengthen the cohesion between the NHRIs and the NANHRI
- Recruit competent staff and reward them appropriately based on their performance especially in resource mobilization and programming
- Work towards getting more external / donor support for financial resources
- Mobilization of financial and human resources.

2.8.1 What NHRIs can do to help improve NANHRI activities

The following were suggestions to improve NANHRI operations:

- NHRIs can assist in ensuring recruitment of the best human rights experts available and fully cooperate with NANHRI secretariat in discharging its responsibilities
- NHRIs should periodically share important human rights developments in their respective countries with NANHRI
- Close cooperation and providing regular updates and timely payment of annual subscription
- Be responsive to information and respond well to questionnaires and any information requests by NANHRI
- Create spaces for information exchange; good practices and experiences among NHRIs in the region
- Present their grievances each time in the event of non-satisfaction
- Better interaction and responsiveness with NANHRI
- Make information available to NANHRI in a timely manner
- All NHRIs must be up-to-date on membership fees and participate in decision-making during statutory meetings.

3 Human Rights Situation

Human rights are indivisible, inalienable, inter-dependent, inter-related, and universal. All human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status are entitled to human rights. Thus, the global status of human rights is important.

3.1 Global Human Rights

In 2020, the COVID-19 pandemic hit the world and impacted various human rights, most notably those related to health, freedom of movement and assembly, rights to education and food. The pandemic has brought about the underlying issues concerning to the failure of systems and structures, past unresolved injustices, use of excessive force by law enforcement officers and agencies, racial and religious discrimination, use of technology and the effect on health that is changing the way the world is operating to new standards. New movements have evolved to fight for justice. Innovation has introduced new ways of fighting for human rights.

3.2 Human Rights in Africa

The context and human rights space have changed with the

COVID-19 pandemic. Though some of the issues have been exacerbated by the pandemic, there are underlying issues that have been exposed.

Corruption continues to impact Africa. The funds to combat the COVID-19 pandemic have not been spared. Suspension or relaxation of procurement and oversight measures have led to huge amounts of money being looted. COVID-19 has also brought to the forefront excessive use of force by law enforcement officers, police and the military. This has been a continuous experience for Africa with the excuse of fighting terror, insurgence and now enforcing COVID-19 prevention measures.

Terrorism and armed conflict have continued to plague Africa. This has been occasioned by State and non-State actors in many parts of the continent. This had led to widespread displacement of persons.

Apart from armed conflict and terrorism, migrations have also been affected by COVID-19. Migrants continue to face abuses as they move from country to country. These include physical assault, stripping of their personal belongings, destruction of legal identification documents, separation of families, denial of due process to claim refugee status, amongst others.

The pandemic has affected the access to education with closure of schools for extended periods of time. Those in conflict areas in addition to inability to access education, have also been unable to

Migrants continue to face abuses as they move from country to country. These include physical assault, stripping of their personal belongings, destruction of legal identification documents, separation of families, denial of due process to claim refugee status, amongst others.

access healthcare facilities and food.

Women and girls have traditionally been marginalized in Africa. The pandemic has brought this issue of patriarchy into focus with increased sexual and gender-based violence (SGBV). The pandemic has worsened the situation with the alleged perpetrators being with the victims at home due to the lock-down and stay-at-home precautions. On the other hand, protectors of the law and state actors have also perpetrated SGBV.

Opposition leaders in Africa continue to face arrests and harassments especially related to elections as States continue to amend laws that seek to curtail freedoms. In some African countries, freedoms of expression and peaceful assembly have been negatively affected. In addition to elections, media freedom is severely under threat with parliaments legislating to curtail this freedom.

COVID-19 is pushing economies in Africa to limits. With many people losing jobs and businesses shutting down due to effects of lockdowns as well as the impact of the virus itself, many Africans have died. It has exposed the failure of different systems and structures that are lacking. The youth continue to be the most affected with loss of jobs and income from businesses. This is more so for young women.

The impact on mental health cannot be ignored. The lockdowns, isolation and loss of jobs has led to need for increased support for mental health.

COVID-19 is pushing economies in Africa to limits. With many people losing jobs and businesses shutting down due to effects of lockdowns as well as the impact of the virus itself, many Africans have died. It has exposed the failure of different systems and structures that are lacking.

While a number of countries are paying greater attention to the issue of mental health, not enough is being done to deal with this issue in the continent.

Though technology has provided a bridge during the COVID-19 pandemic, it should be considered that there are emerging dangers like lack of data protection legislation, gender-based digital inequalities, as well as digital security and its enforcement.

Although Africa has policies and laws that would improve the human rights situation, these have been viewed more as donor requirements as opposed to African driven solutions. Agenda 2063 (the Africa we want) has come in to align human rights standards.

As human rights violations continue, the people who defend them remain at risk. Human rights defenders are harassed, threatened, arrested, detained and killed. This is widespread in Africa despite the numerous treaties that give human rights defenders the right to do their work.

Africa's biggest challenge to the realization of human rights is impunity and corruption. Human rights cannot be enjoyed and fulfilled under the backdrop of inequalities and social injustice. Although one organization cannot tackle all these issues, there should be a heightened effort to examine the human rights in the emerging context of COVID-19. Issues like the right to food and the

As human rights violations continue, the people who defend them continue to be at risk. Human rights defenders are continuously harassed, threatened, arrested, detained and killed for fighting for human rights.

new dynamics of farm production, exports and acquisition of land are in limbo. Privacy and technology issues will be emerging as the world continues to work remotely. The period, 2021-2025 is difficult to predict but NANHRI needs to be well equipped to handle new emerging situations. The first ten-year implementation plan of the SDGs from 2014-2023 has 20 goals, 38 priority areas, 171 national targets and 85 continental targets.¹

3.3 Situation/state of NHRIs in Africa

The independent nature of NHRIs, their bridging role between their country and the international human rights system, and their experience and expertise in monitoring and reporting on the implementation of human rights standards, places them in a unique position to support accountability for the implementation of the 2030 and 2063 Agendas.²

NHRIs in Africa carry out their mandate using the following broad strategies:

- Advising state actors and participating in formal structures in reminding the States of their human rights obligations
- Training State actors
- Contributing to policy coherence between sustainable development and human rights frameworks
- Complaints handling and investigations
- Data compilation that complements State data collection agencies
- NHRI engagement in voluntary national reviews of SDGs as well as engagement in shadow reporting to the different treaty bodies the states are part of

¹ *African National Human Rights Institutions and Sustainable Development: An Overview of Good Practice Network of African National Human Rights Institutions (NANHRI) and the Danish Institute for Human Rights (DIHR) 2019.*

² *Human Rights and Accountability In The 2030 And 2063 Agendas Network of African National Human Rights Institutions (NANHRI) and the Danish Institute for Human Rights (DIHR). 2018*

The NHRIs use the human rights-based development approach which takes into account, public participation and governance as key components.

3.4 Challenges of Human Rights in Africa

- Governance
- Weak/waning democratic culture
- Division based on tribe, clans, ethnicities and religion
- Lack of transitional justice
- Breakdown of rule of law
- Weakening of institutions tasked with promoting and protecting human rights
- Insecurity

3.5 Some possible drivers to curbing Human Rights Violations in Africa

- Use of local solutions as drivers of change
- Use of technology
- Collect statistics for more evidence base where there is under reporting
- Proper implementation of laws
- Prioritizing prosecution of corruption cases

3.6 National Human Rights Institutions

NHRIs are State-mandated bodies, independent of government, with a broad constitutional or legal mandate to protect and promote human rights at the national level. NHRIs address the full range of human rights, including civil, political, economic, social and cultural rights.³

NHRIs are unique as they are national institutions with a legal mandate

³ <http://ennhri.org/about-nhris/> accessed 15th October 2020

to promote and protect human rights domestically in an independent manner. Contrary to other national institutions, NHRIs are accredited with an internationally accepted quality label, on the basis of their compliance with the Paris Principles.⁴

The major concerns for African NHRIs are establishment and oversight; independence; financing; capacity; stakeholder engagement; and rights-based service delivery and development.⁵

The existence of NHRIs compliant with the Paris Principles is included as an indicator of effective, accountable and inclusive institutions under Goal 16 of the 2030 of the Sustainable Development Goals. Likewise, in its first 10-Year Implementation Plan, Agenda 2063 (The Africa We Want) foresees that by 2023, all member States will have functioning NHRIs.

There are 4 groupings of co-ordination bodies of NHRIs worldwide, namely NANHRI, Asia Pacific Forum of National Human Rights Institutions (APF), European Network of National Human Rights Institutions (ENNHRI) and Network of National Institutions of the Americas.

3.7 Key Strategic Issues facing NANHRI

As a result of the situational analysis, key strategic issues facing NANHRI were identified. These key strategic issues must be addressed in the strategic phase 2021-2025 if NANHRI has to succeed. They included:

1. Network/Secretariat Issues: The need to strengthen the human, technical and financial capacity of NANHRI to deliver its mandate. Some of the issues are:
 - Sustainability Issues

⁴<http://ennhri.org/about-nhris/> accessed 15th October 2020

⁵ Study on the State of National Human Rights Institutions (NHRIs) in Africa United Nations Development Programme (UNDP) 2016

- Competent and motivated workforce
 - Communication framework
 - Knowledge Management
 - Monitoring and Evaluation framework (M&E)
 - Culture
2. NHRI Issues: Strengthening the capacity of NHRIs to deliver on their mandate. Some of the issues are:
- Establishment
 - Accreditation
 - Capacity Building
 - Visibility of NHRI expertise and Competence
 - Sustainability
3. The Human Rights Situation in Africa
- ECOSOC rights
 - Democracy & Rule of Law
 - Implementation of regional human rights commitments
 - SDGs/Agenda 2063
 - Emerging and evolving human rights issues

The above issues define the strategic priorities of NANHRI as discussed in the next section.

4 NANHRI Strategic Model

4.1 NANHRI's Vision



An African continent with an enhanced human rights and justice for all.

4.2 NANHRI's Mission



To support the establishment and strengthening of Paris Principles compliant national human rights institutions that effectively discharge their mandate

4.3 NANHRI's Core Values and Guiding Principles

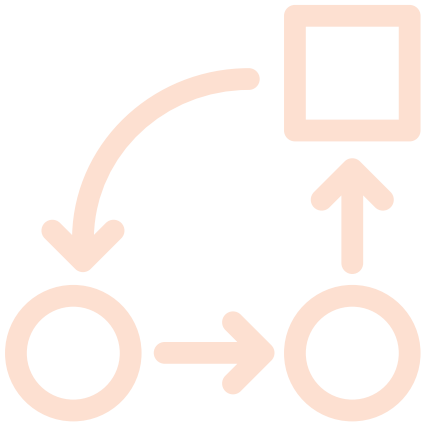


The core values for NANHRI are:

- Transparency
- Accountability
- Integrity
- Professionalism
- Non-discrimination

4.4 NANHRI Strategic Objectives

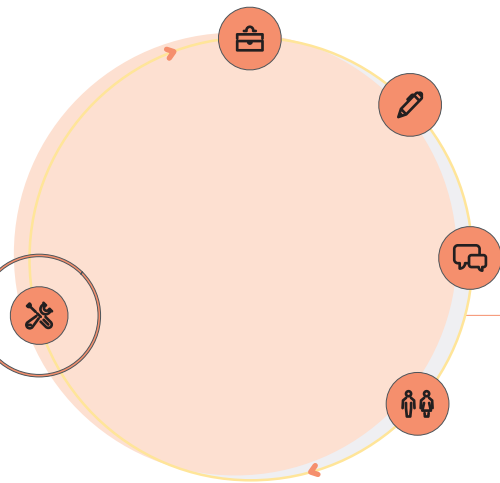
The Strategic Objectives to be pursued by NANHRI in the strategic period 2021 – 2025 include:



1. Enhance the capacity of NHRIs in Africa to deliver on their mandate
2. Enhance the promotion, protection and fulfilment of human rights in Africa
3. Enhance the organizational development and institutional sustainability of NANHRI

4.5 NANHRI Thematic Areas

The Thematic areas of focus during the strategic period 2021 – 2025 include:



1. Economic, Social and Cultural (ECOSOC) rights
2. Civil and Political rights
3. Group Human rights

4.6 NANHRI 2021 - 2025 Strategic Plan Results Measurement Framework

The table below presents NANHRI’s Results Framework. It indicates the Strategic Objectives to be pursued by NANHRI in the strategic period 2021 – 2025, the strategic outcomes, performance indicators, baseline and the 5-year targets.

Table 7 Strategic Results Framework

Strategic Objective 1: Enhanced Capacity of NHRIs in Africa to deliver on their mandate

	Strategic Outcomes and Outputs	Performance Indicator	Baseline	5 Year Target
1.1	All African countries have NHRIs that are compliant to the Paris Principles (Establishment and accreditation)	Percentage of NHRIs that are fully compliant to the Paris Principles (Accredited with “A” status)	48%	55%
1.1.1	Establishment of NHRIs in countries not having the NHRIs	Percentage of African countries having an established NHRI	89%	94%
1.1.2	New NHRIs that become compliant to the Paris Principles (A Status)	Number of new applicant NHRIs that become compliant to the Paris Principles	0	5
1.1.3	NHRIs retain their A Status	Percentage of NHRIs that retain the A Status accreditation	100%	100%
1.2	Increased capacity of NHRIs to deliver on their mandates	Average Organization Capacity Assessment (OCA) Score for all NHRI	TBA	TBA
1.2.1	Enhanced NHRIs capacity in financial Sustainability	No. of NHRIs meeting their financial obligations	14	39
1.2.2	Enhanced capacity of NHRIs in developing and implementing Strategic Plans	Percentage of NHRIs that have developed and implemented a strategic plan	TBA	50%
1.2.3	Enhanced NHRIs capacity to engage with governments	Number of NHRIs’ engagements with governments	TBA	25
1.2.4	Enhanced leadership capacity of African NHRIs	Percentage of NHRIs ranked favorably in perception index on independence/capacity to withstand pressure from government authorities	TBA	50%
1.2.5	Improved NHRIs institutional arrangements	Percentage of NHRIs with functional organizational policies	TBA	50%

	Strategic Outcomes and Outputs	Performance Indicator	Baseline	5 Year Target
1.3	Increased capacity of NHRIs in addressing emerging issues	Percentage of NHRIs per year monitoring - emerging issues	TBA	50%
		Percentage of NHRIs per year reporting on emerging issues	TBA	50%
1.3.1	Enhanced NHRI capacity to develop frameworks for dealing with emerging issues	Percentage of NHRIs who have developed frameworks for dealing with emerging issues	TBA	50%
1.3.2	Enhanced NHRI capacity to implement frameworks for dealing with emerging issues	Percentage of NHRIs having implemented frameworks for dealing with emerging issues	TBA	50%
1.4.	Improved capacity of NHRIs to develop partnerships with stakeholders	Numbers of partnerships developed by NHRIs	TBA	50
1.4.1	Improved NHRIs networking capacity	Number of NHRIs' networking forums facilitated by NANHRI	TBA	500
1.4.2	Enhanced capacity of NHRIs to collaborate with stakeholders	Number of NHRIs' collaborative arrangements implemented with stakeholders	TBA	50

Strategic Objective 2: Enhance the Promotion, Protection and Fulfilment of Human Rights in Africa

	Strategic Outcomes and Outputs	Performance Indicator	Baseline	5 Year Target
2.1	Enhanced capacity of NHRIs to contribute to the realization of ECOSOC rights in African countries	Percentage of NHRIs influencing the development of articulate and operational minimum standards on realization of ECOSOC rights in African countries	TBA	50%
2.1.1	Enhanced capacity of NHRIs to advocate for ECOSOC rights	Percentage of NHRIs reporting at regional and international level on ECOSOC human rights	TBA	50%
2.2	Enhanced performance of NHRIs in contributing to improvement in the democracy and rule of law in African countries	Percentage of NHRIs that correctly make use of and refer to relevant human rights standards and principles for implementing existing human rights, democracy and rule of law obligations of African countries.	TBA	50%
2.2.1	Enhanced capacity of NHRIs to advocate/ lobby their countries for ratification of regional and international treaties relating to human rights, democracy and rule of law	Percentage of NHRIs contributing to the ratification of regional and international treaties relating to human rights, democracy and rule of law	TBA	50%
2.2.2	Enhanced capacity of NHRIs to actively monitor implementation of ratified international and regional treaties relating to human rights, democracy, and rule of law	Number of NHRIs actively involved in monitoring implementation of ratified international and regional treaties relating to human rights, democracy, and rule of law	TBA	30
2.2.3	NHRIs capacity to lobby and advocate for the development of national laws and policies that are aligned to international and regional standards	Number of national laws and policies developed in which NHRIs –were involved in lobbying and advocacy	TBA	30
2.3	NHRIs enhanced cooperation and usage of regional human rights mechanisms	Percentage of NHRIs with regular and structured human rights interactions with targeted actors	TBA	50%
		Percentage of NHRIs that influence the implementation of action taken on outcomes of regular and structured human rights interactions with targeted actors	TBA	50%

	Strategic Outcomes and Outputs	Performance Indicator	Baseline	5 Year Target
2.3.1.	Enhanced capacity of NHRIs to identify and report cases and issues before regional human rights mechanisms, and other referrals	Percentage of NHRIs that bring cases and issues before regional human rights mechanisms, and other referrals	TBA	50%
2.3.2	Enhanced NHRIs capacity to generate and disseminate information that can be used to lobby and advocate by non-governmental actors	Number of times information from NHRIs is used in lobbying and advocacy efforts by non-governmental actors	TBA	50
2.4	Enhanced contribution of NHRIs in promoting accountability towards the Sustainable Development Goals' Agenda 2030 and the African Agenda 2063	Percentage of African NHRIs engaging in sustainable development processes at the national level	TBA	50%
		Number of African NHRIs contributing to the regional and international discourses on Sustainable Development Goals' Agenda 2030 and the African Agenda 2063	TBA	30
2.4.1	Enhanced capacity of NHRIs to monitor realization of human rights targets in the Sustainable Development Agenda and the African Agenda 2063	Percentage of NHRIs that utilize available tools for monitoring realization of human rights targets in the Sustainable Development agendas Agenda 2030 and the African Agenda 2063.	TBA	50%
2.4.2	NHRIs have enhanced capacity to influence African countries on realization of human rights targets and aspirations on the Agenda 2030 and 2063	Percentage of African NHRIs with sustained engagements with governments on the implementation of sustainable development goals	TBA	50%

Strategic Objective 3: Enhance the Organizational Development and Institutional Sustainability of NANHRI.

	Strategic Outcomes and Outputs	Performance Indicator	Baselines	% year Target
3.1	NANHRI is a knowledge power house on HR issues in Africa	Number of International institutions that partner with NANHRI on human rights issues in Africa	TBA	50
		Number of policy documents published by NANHRI on human rights issues in Africa	TBA	10
3.1.1	Knowledge management framework for NANHRI is developed	Knowledge management framework for NANHRI is in place	None	1
3.2	Enhanced programmatic Monitoring Evaluation Accountability and Learning (MEAL)	Improved programmatic reporting by NANHRI (using a Likert score of 1-5)	TBA	4
		All NANHRI programmatic interventions use the MEAL framework to report progress	TBA	100%
3.2.1	MEAL framework developed	Existence of MEAL framework	None	
		NANHRI staff trained on MEAL	None	
3.3	NANHRI Improves on financial sustainability	Percentage of overheads met by non-donor funding	20%	50%
3.3.1	Diversified streams of revenue for NANHRI	Number of streams of revenue for NANHRI	TBA	9
		Number of income generation activities (IGA) implemented by NANHRI	0	5
3.4	Improved service delivery by NANHRI	Network Members satisfaction Index	TBA	80%
3.4.1	Right sized organization structure	Right sized organization structure implemented	None	
3.4.2	Human Resources policies and procedures developed	Number of staff policies and procedures developed	TBA	8
3.4.3	Productivity of staff enhanced	Percentage of staff whose capacity has been enhanced	TBA	70%
		Staff satisfaction index	TBA	80%

5 Strategic Plan Implementation

5.1 Strategy Implementation Framework

Plan implementation is the action stage of the strategic plan. The activities central to plan implementation are: establishing annual objectives; devising appropriate policies; allocating resources and reviewing organizational arrangements/structures.

Critical to strategy implementation is the Implementation Matrix. For the operationalization of the deliverables in the implementation matrix, the management will be required to derive annual action plans from the matrix to guide month-on-month activities and performance.

5.2 Strategy Implementation and Key Success Factors

In implementing the strategy, NANHRI will need to consider several critical success factors, which will need to be addressed in order to make the transition from the development of this Strategic Plan and the identified strategies to the implementation phase. The Table below shows the key factors.

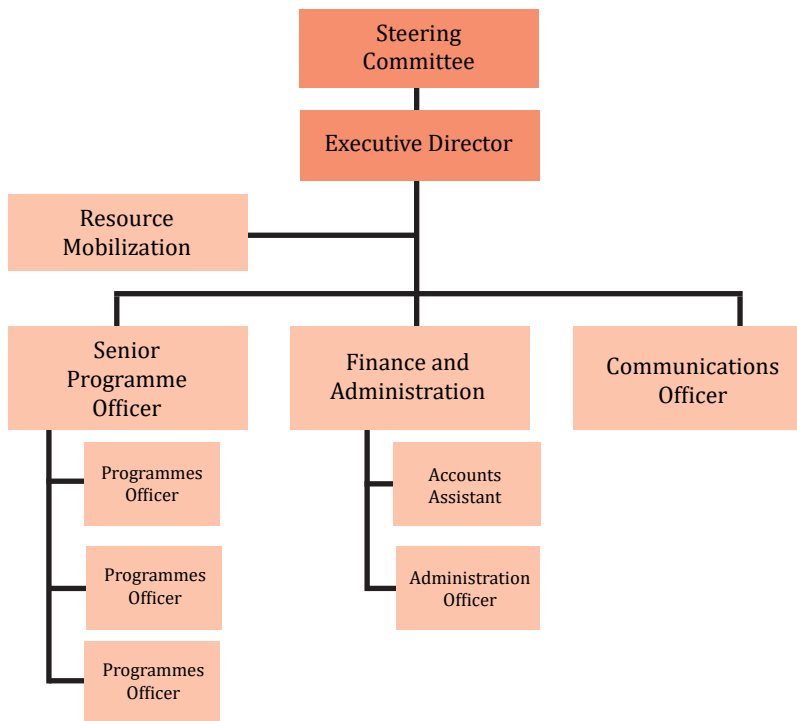
Table 8 The Implementation Framework Critical Success Factors

Must-Have Conditions	Critical Success Factors	Implications for NANHRI
A cohesive organization; shared vision	Implementation of the NANHRI strategic framework	<ul style="list-style-type: none"> • Having a shared vision within the Secretariat and SC • Better communication: quality, timely, proactive and aligned to the nature of NHRIs • More efficient and effective resource mobilization
Technical excellence; secretariat capacity	<ul style="list-style-type: none"> • Ability to attract and retain high-performing staff • Necessary capacity to implement the Strategic Plan 	<ul style="list-style-type: none"> • Capacity in all areas including technical, lobbying, advocacy, research, M&E, resource mobilization, communications, etc. • Knowledge Management capacity
Financial stability	<ul style="list-style-type: none"> • Secure and diverse funding sources to enable growth of quality programmes while addressing efficiency of all operations • A sustainable financial framework 	<ul style="list-style-type: none"> • More efficient and effective resource mobilization and allocation policies and procedures • Ability to adequately and consistently meet funding requirements
Effective Management Structures and M&E Mechanism	Robust management of the Strategic Plan to monitor and track progress of strategic objectives	<ul style="list-style-type: none"> • A common results-based management framework across the organization • Assigned accountabilities for delivery of strategic objectives • Performance management system
Learning and Improvement	Creation of a culture that thrives on knowledge generation and sharing, lessons learned and demonstration of best practices to drive continuous improvement in programming, advocating change, support and management	<ul style="list-style-type: none"> • Internal capacity building of staff • Focus on creativity and innovation • Cross-sharing of information and learning • Focus on continuous improvement as an inherent part of NANHRI's behavior and culture
Conducive External Environment	Support from stakeholders to NANHRI's operations	<ul style="list-style-type: none"> • Ability to continuously develop, expand and implement programmes • Development of strategic partnerships at regional and global levels

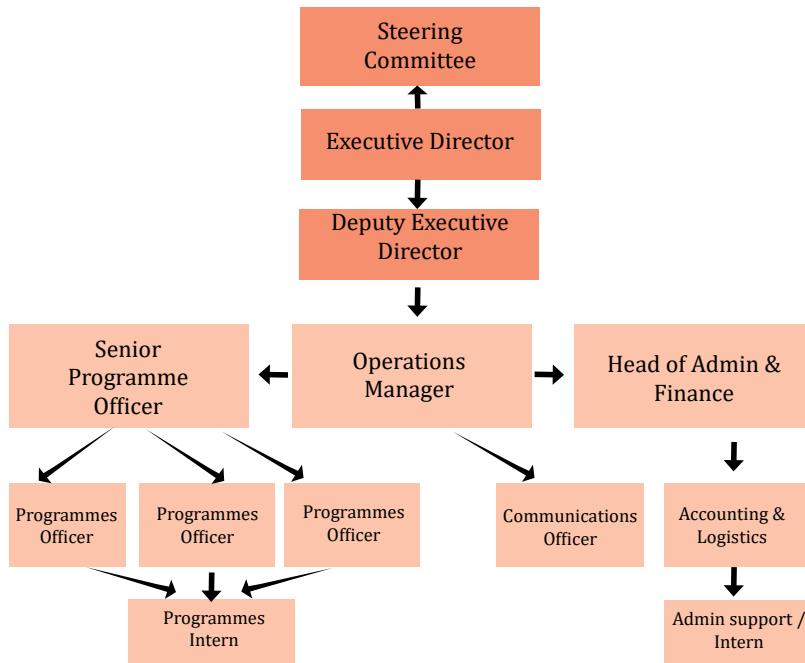
5.3 Alignment of Organizational Structure with the Strategic Plan

To deliver the requirements of the current strategic plan, NANHRI must implement the desired human resource structure by employing required key personnel. Such a structure should be aligned to the strategic plan. The implementation of the organization structure will be phased in the strategic plan implementation period depending on efficiency levels achieved. A review of the organizational structure is recommended within the strategy period based on results achieved. During the strategic planning, it was agreed that a short-term (1 year) and a long-term organization structure be developed. The long-term strategy is more aligned to the achievement of the required results as stipulated in this Strategic Plan in the next 5 years. Below is the short-term organizational structure.

Short term Organogram, 2021



Long term Organogram, 2021



6 Performance Monitoring, Evaluation and Reporting

6.1 Introduction

Effective planning engenders effective strategy implementation. But this can only be achieved with an effective functional monitoring and evaluation framework. An effective monitoring and evaluation mechanism will help ensure cost effectiveness, timeliness and quality in achieving the objectives in the strategic plan. This Strategic Plan will be subjected to a continuous review of performance on the various deliverables. There shall also be annual reviews of the plan. The reviews will be focused on how the available inputs have been used and what outputs and short-term outcomes have been produced. This review shall also focus on challenges, issues and key lessons learnt.

6.2 Monitoring and Evaluation Framework

The following M&E framework will be adopted in order to ensure successful implementation of the Strategic Plan: -

- i. The sole prerogative of strategy implementation and as a result monitoring and evaluation rests on the SC
- ii. The SC delegates power to the different relevant committees with the role of monitoring the

implementation of the Plan

- iii. The management should hold regular meetings (preferably monthly) chaired by the Executive Director, to review the status of the strategic plan implementation as it relates to their respective roles. In addition, areas requiring strategy change should be identified and proposed to the SC through the relevant Committee.
- iv. The management will avail progress reports regularly (preferably quarterly) to the SC on the progress made towards the attainment of the goals.

A mid-term evaluation will be undertaken with the purpose of verifying that the plan is on the right track and provide information to correct observed deficiencies including the revision of objectives, strategies or activities. The mid-term review will be conducted mid-2023. The final evaluation will assess the achievement of the activities of the plan and identify and document the success or failure. The final evaluation will be undertaken at the end of the Plan period which is 2025.

6.3 Performance Management

For any strategic plan to be implemented successfully, it is imperative to link strategies to an implementation framework. Such a framework will entail linking activities and resources to desired results. In ensuring that the strategic priorities are implemented an appropriate methodology will be developed based on the following three areas.

- Performance Objectives - What strategy must be achieved and what is critical to its success
- Measure - How success will be measured and tracked
- Target – Performance expectation.

