



THE NATIONAL COMMISSION FOR HUMAN RIGHTS

STRATEGIC PLAN

2018 - 2024

October 2018



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Forward

The National Commission for human rights has an important and constitutional role of promotion and protection of human rights. As a National Commission, we are determined to use our unique sphere of responsibility to strategically and effectively drive a human rights culture in Rwanda where people enjoy human rights and fundamental freedoms. It is in this new strategic plan that the Commission sets out an ambitious programme to further its objectives and outcomes over the next 6 years.

This Strategic Plan is in full agreement with all human rights directions set out in the strategic objectives of the Justice, Reconciliation, Law, and Order Strategic Plan (2018/19-2023/24), the National Strategy for Transformation (NST1 2017-2024)) targets and the Rwanda Vision 2050 aspirations. The strategies herein also domesticate global and regional commitments reflected in different instruments including the Sustainable Development Goals (SDGs), the Africa Union Agenda 2063 and the East African Community (EAC) Vision 2050.

As the Commission, We believe that human rights issues are cross-cutting, so we will strive to ensure that Rwanda's journey towards economic prosperity is accompanied with the improved respect of human rights, individual liberties and freedoms as enshrined in the national laws and international instruments. The National Commission for Rights Strategic Plan (2018/19-2023/24) aims to achieve this greatest aspiration for the next 6 years.

This Strategic Plan was developed through an all-inclusive consultative process involving all partners of the Commission. The process reflected on the lessons learnt from the previous 5 years Strategic Plan and aligned all future plans with strategic directions of the country in terms of human rights considering national obligations, regional and global developmental targets.

The Strategic Plan (2018/19-2023/24) is an important tool to guide the Commission towards creating a Rwandan society that is proud of its human rights culture that is entrenched at all levels. This Strategic Plan has well written and clear objectives, and an implementation plan that is clearly articulated to help the Commission achieve its mandate. The monitoring and supervision measures set out will ensure that after implementing the planned interventions both short-term and long-term intended goals and outcomes are reached. This Strategic Plan includes a thorough budget that will ensure that all the intended activities are implemented in collaboration with our partners.

This Strategic Plan is both general and specific; it is general in a sense that it is aimed at ensuring that the promotion and protection of human rights is to the benefit of all people on the territory of Rwanda, and it is specific because the Commission will give special attention to vulnerable categories of people in particular children, women (to ensure gender equality), persons with disabilities, people living with HIV/AIDS, refugees, migrant workers and members of their families and elderly. To achieve the intended objectives, the Commission will continue to strengthen its human and technical capacity with a special focus on continuous skills development, and the use of technologies and innovative methods to reach out to many people.

The Commission will continue to promote and protect human rights through receiving complaints, investigating human rights violations and pleading for a proper redress. The monitoring of the respect of the human rights in all spheres and the implementation of commitment at regional and international level

Equally, the Commission will continue collaborating with all its stakeholders in promotion of human rights in particular law enforcing organs, civil society, media and the general public.

I hope that the implementation of this Strategic Plan will allow every Rwandan and visitors to enjoy fully their rights on the territory of Rwanda, and further contribute to our vision of establishing a society in which human rights are rooted and where the rule of law is strengthened.

The National Commission is optimistic that by working in different ways and building partnership to help to deliver 2018-2004 Strategic plan, it will extend reach and impact on matters of fundamental human Rights and ultimately to realize its vision to be : A Rwandan Society that enjoy human rights and fundamental freedoms .

NIRERE Madeleine
Chairperson

Vision

A Rwandan society that enjoys Human Rights and Fundamental Freedoms

Mission

To promote and protect Human Rights in Rwanda

Values

- Integrity
- Accessibility
- Professionalism
- Independence
- Inclusiveness
- Accountability
- Results based performance

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LIST OF ABBREVIATIONS

ADR:	Alternative Dispute Resolution
ACHPR:	The African Commission on Human and Peoples' Rights
ACRWC:	The African Charter on the Rights and Welfare of the Child
AFCNDH:	L'Association Francophone des Commissions Nationales des droits de l'Homme
AU:	African Union
CAT:	The Convention against Torture and other cruel, inhuman or degrading treatment or punishment
CEDAW:	The Convention on the Elimination of All Forms of Discrimination against Women
CERD:	The Convention on the Elimination of All Forms of Racial Discrimination
CESCR:	The International Covenant on Economic, Social and Cultural Rights
CFNHRI:	The Commonwealth Forum of National Human Rights Institutions
CRC:	The Convention on the rights of the child
CRPD:	The Convention on the Rights of Persons with Disabilities
CSOs:	The Civil Society Organizations
CMW:	The International Convention on the protection of the rights of all migrant workers and members of their families
EAC:	The East African Community
EDPRS:	The Economic Development and Poverty Reduction Strategy
GANHRI:	The Global Alliance for National Human Rights Institutions
ICCPR:	The International Covenant on Civil and Political Rights
ICTs:	Information, Communications and Technologies
JRLOS:	The Justice, Reconciliation, Law and Order Sector
MINECOFIN:	The Ministry of Finance and Economic Planning
MINIJUST:	The Ministry of Justice
NANHRI:	The Network of African National Human Rights Institutions
NCHR:	The National Commission for Human Rights
NPM:	National Preventive Mechanisms
NST1:	The National Strategy for Transformation
OHCHR:	The Office of the United Nations High Commissioner for Human Rights
PESTLE:	The Political, Economic, Sociological, Technological, Legal and Environmental
RGS:	The Rwanda Governance Scorecard
SDGs:	The Sustainable Development Goals
SGBV:	Sexual Gender-Based Violence
SSP:	The Sector Strategic Plan
SWOT:	Strengths, Weaknesses, Opportunities and Threats

Chapter One: GENERAL INTRODUCTION

The National Commission for Human Rights (hereafter NCHR or the Commission) is an independent permanent state institution established under Articles 42 and 139(1^o)(a) of the Constitution of the Republic of Rwanda of 2003 as revised in 2015. The NCHR is entrusted with a primary responsibility of promoting and protecting human rights in Rwanda. The National Human Rights Commission Strategic Plan (2018/19-2023/24) serves as the guiding document that will help the Commission in fulfilling its mandate of strengthening the rule of law in Rwanda through the promotion and protection of Human Rights in the next six (6) years. It focuses on ensuring adherence to human rights for effective delivery of the Justice, Reconciliation, Law, and Order Strategic Plan (2018/19-2023/24), the National Strategy for Transformation (NST1) targets and the Rwanda Vision 2050 aspirations. The strategies herein also domesticate global and regional commitments reflected in different instruments including the Sustainable Development Goals (SDGs), the Africa Union Agenda 2063, and the East African Community (EAC) Vision 2050.

1.1 The Background of the National Commission for Human Rights

The NCHR has its origin in the Arusha Peace Agreement of August 04, 1993 between the then Government of the Republic of Rwanda and the Rwandese Patriotic Front (RPF), in its protocol on rule of law. This Protocol was an integral part of the Arusha Peace Agreement, which became the main component of fundamental laws of Rwanda that served as the provisional Constitution for the transition period (1994-2003). In its article 15, it was expected that a National Human Rights Commission shall be established. That institution was supposed to be independent and responsible for investigating human rights violations committed by anyone on Rwandan territory, especially by state organs and individuals in their capacity or under the guise of the State or of various organisations.

The actual creation of the Commission came into being after the 1994 genocide against the Tutsi and the formation of a Transitional Government of National Unity. It was established in 1999 by the law no. 04/99 of 12/03/1999. This law was amended and completed respectively by law no. 37/2002 of 31/12/2002, the law n° 19/2013 of 25/03/2013 and by the law n° 61/2018 of 24/08/2018. The Constitution of the Republic of Rwanda of June 4, 2003 as revised in 2015 confirmed the existence of the Commission in its Articles 42 and 139(1^o)(a).

In order to harmonize the law governing the Commission with the Constitution, the law no30/2007 of 06/07/2007 determining the organization and functioning of the National Commission for Human Rights was adopted. This law was revised in 2013 to fully comply with the Paris Principles. The current law n°19/2013 of 25/03/2013 (hereafter the 2013 NCHR law) determining the missions, organization and functioning of the National Commission for Human Rights has also been modified by the law n°61/2018 of 24/08/2018 on matters concerning special responsibilities of the Commission in protection of human rights of vulnerable persons , the prevention of torture and other cruel, inhuman or degrading treatment or punishment, and on the Council of Commissioners. In strengthening its functioning, the Commission has developed Internal Rules and Regulation.

1.2 Mandate, Functions and Powers of the Commission

According to article 42 of the Constitution of the Republic of Rwanda of June 4, 2003 as revised in 2015 and article 4 of the 2013 NCHR Law, the Commission is constitutionally mandated to promote and protect human rights on the whole territory of Rwanda. Under the promotion of Human Rights, article 5 of the 2013 NCHR law provides for the following responsibilities:

1° to educate and sensitize the population on matters relating to human rights and participate in the development of Human Rights educational programmes;

2° to collaborate with other organs in designing strategies to prevent violations of Human Rights;

3° to prepare and disseminate reports on the situation of Human Rights in Rwanda, annually and whenever necessary;

4° to provide views, upon request or at its own initiative on laws, regulations of public organs in force in the country and bills so as to ensure their conformity to fundamental principles of Human Rights;

5° to urge relevant government institutions to ratify international treaties related to Human Rights and incorporate them in the existing domestic laws;

6° to urge relevant government institutions to submit on time the reports related to international treaties on Human Rights ratified by Rwanda;

7° to propose to relevant government authorities measures to be taken to address and punish in accordance with law any violation of Human Rights;

8° to collaborate with other foreign national Human Rights institutions, local associations and international organizations in Human Rights promotion and protection activities.

Concerning the protection of human rights, article 6 of the 2013 NCHR law as amended up to date provides for the following special responsibilities:

1° to monitor the compliance with the human rights, in particular with the rights of child, women, persons with disabilities, people living with HIV/AIDS, refugees, migrant workers and members of their families and [elderly] rights;

¹In the old version of 2003 of the Constitution of the Republic of Rwanda, the National Commission for human rights was provided for under Article 177.

²[I]n particular with the rights of child, woman, persons with disabilities, people living with HIV/AIDS, refugees, migrant workers and members of their families and [elderly] rights.'

2° to receive, examine and investigate complaints relating to human rights violations;

3° to examine human rights violations in Rwanda committed by public or private organs, associations, non-governmental organizations, persons abusing their powers, a group of persons or individuals;

4° to visit places of detention with a view to monitor respect for the rights of detainees and to ask the relevant institutions to solve identified problems with regard to the violations of the rights of detainees;

5° to monitor the respect for human rights throughout elections process and submit report to relevant organs.

Article 6 bis of the 2013 NCHR Law (as inserted in by the 2018 law) provides for special responsibilities for the prevention of torture and other cruel, inhuman or degrading treatment or punishment, as follows;

1° to carry out, with or without notice, regular visits at any time when deemed necessary to the following places:

- a) Prisons;
- b) Places of detention in police custody;
- c) Rehabilitation and transit centres;
- d) Centres for mentally handicapped and psychological hospitals;
- e) Elderly centres
- f) Place for provisionally accommodating immigrants with problems;
- g) Vehicles and any other means of detainees' transport;
- h) Any other place where persons are or may be deprived of their liberty.

2° to regularly monitor the conditions of detention of persons deprived of their liberty and other rights with a view to their protection against torture or other cruel, inhuman or degrading treatment or punishment;

3° to issue recommendations to relevant authorities with the aim to improve the conditions of detention of the persons deprived of their liberty and to prevent torture and other cruel, inhuman or degrading treatment or punishment based on international, regional and national laws and ask them to solve identified problems;

4° to follow up the implementation of its recommendations that the Commission submitted to other institutions;

5° to provide views on existing laws and draft laws relating to the prevention and control of torture and other cruel inhuman or degrading treatment or punishment in place of detention;

6° to receive complaints relating to detention, well-being and other rights of persons deprived of their liberty;

7° to carry out research and studies on detention, well-being and other rights of detainees with the aim of preventing or combating torture and other cruel, inhuman or degrading treatment or punishment;

8° to promote good relationship and collaborate with other institutions in connection with the same mission of the Commission.

In order to undertake the aforementioned responsibilities, the Commission has the following ordinary powers (Article 7 of the 2013 NCHR Law);

1° to receive and consider testimonies on Human Rights violations;

2° to have access to any place where human rights violations are alleged or reported including places of detention for the purpose of investigations;

3° to contact, interrogate and seek explanations from any person likely to have testimony, information, responsibility and expertise deemed to enlighten the Commission on scrutinising and collecting Human Rights violation evidence;

4° to have access to documents, consult them on the spot or get their copies as well as any other document required by the Commission to be able to analyze and collect Human Rights violation evidence. Documents or items given to the Commission shall be returned to owners or organs of origin in a period not exceeding three (3) months;

5° to conduct mediation and conciliation between parties with Human Rights litigations where the mediation or conciliation does not contravene the law;

6° to request relevant organs to unconditionally restore the rights of any person where it appears that his/her rights have been violated;

7° to request relevant organs to bring to justice any person having committed offences related to the violation of Human Rights;

8° to carry out research on thematic issues and publish findings with the purpose of promoting Human Rights.

To undertake responsibilities under the prevention of torture and other cruel, inhuman or degrading treatment or punishment, Article 7 bis of the 2013 NCHR Law (as inserted in by the Law of 2018) provides the following special powers for the Commission:

1° Unrestricted access to all documents and all information owned by relevant institutions, relating to the number of persons deprived of their liberty, the number of detention places and their location;

- 2° Unrestricted access to all information referring to the treatment of persons deprived of their liberty as well as their conditions of detention;
- 3° Unrestricted access to all places of detention and their premises and facilities;
- 4° Conduct talk in private at any time with persons deprived of their liberty or with any other person likely to provide useful information;
- 5° To make audio recording and take photos that can help the Commission in fulfilling its mission and respecting the privacy of the person.

The 2013 NCHR Law (in its Articles 8-10) provides for judicial police powers to the Commission, which can be given to its individual staff member on the request of the Chairperson of the Commission. Persons summoned by the Commission are under an obligation to cooperate fully, of which their failure to comply can result into a prosecution. The Commission has powers to institute legal proceedings in civil, commercial, labour and administrative courts on all matters of human rights violations. During the proceedings, it can be represented by its staff or a counsel of its choice. However, all these powers are exercised without prejudice to responsibilities of other relevant organs.

It is important to highlight the fact that since human rights are crosscutting, the Commission has other responsibilities (of overseeing the protection and respect of human rights) provided for by other laws, such as:

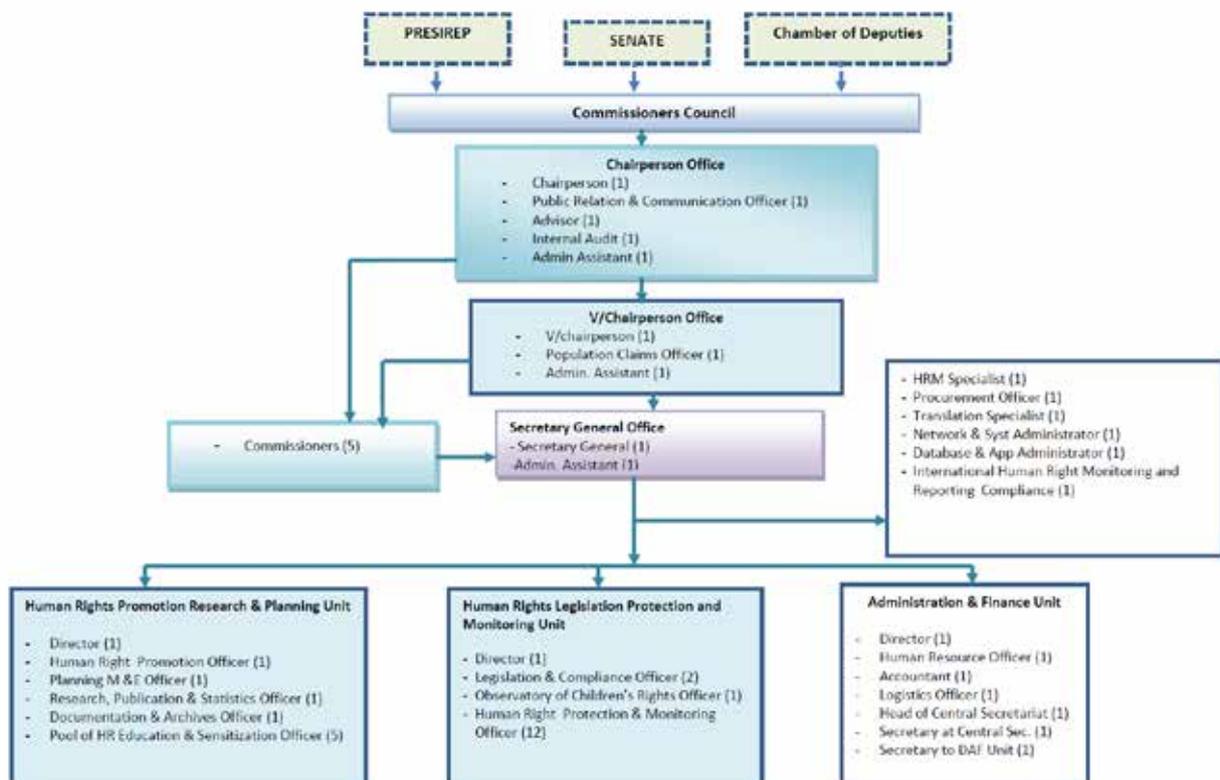
- The law No 02/2013 of 08/02/2013 regarding media regulation, which in its Article 22, provides that the National Commission of Human Rights and other public competent organs, registered associations or human rights or non-government organizations in charge of human rights, may at their own initiative or upon request, exercise the right of reply, correction or rectification when a person or a group of persons is/are subject to accusations in a media organ, likely to harm their reputation or confidence, on the basis of any form of discrimination or any other grounds based on their responsibilities.
- The law n° 01/2007 of 20/01/2007 relating to protection of disabled persons in general in its article 10 stipulates that the National Human Rights Commission shall provide special procedures of monitoring how rights of a disabled person are respected.
- Law N° 12/2017 of 07/04/2017 establishing the Rwanda Investigation Bureau and determining its mission, powers, organization and functioning provides that the Commission is among the members of High Council of the Rwanda Investigation Bureau (Official Gazette n° special of 20/04/2017);
- Law N°19 bis/2017 of 28/04/2017 modifying and complementing Law n°34/2010 of 12/11/2010 on the establishment, functioning and organization of Rwanda Correctional Service (RCS) provides that the National Commission for Human Rights is among the 7 members of the High Council of Rwanda Correctional Service;

- Organic Law n°07/2012/OL of 19/09/2012 determining the organization, powers and functioning of the High Council of the Judiciary (Official Gazette n°45 of 05/11/2012) provides that the Commission is among the members of the High Council of the Judiciary.
- The Law N° 13ter/2014 of 21/05/2014 relating to Refugees provides that the Commission is among the member of the Refugee Status Determination Committee (Official Gazette no 26 of 30/06/2014).

1.3 Organizational Structure of the NCHR

The supreme organ of the Commission is the Council of Commissioners. The Council is composed of all seven (7) Commissioners, including the Chairperson and Vice - Chairperson. The National Commission on Human Rights is headed by a Chairperson. The Commission also has a General Secretariat, which is responsible for the coordination of all daily technical activities of the Commission and support services that contribute to the achievement of the Commission's mission.

The Organizational Chart of the Commission



Source: Official Gazette No. Special Bis of 28/02/2015.

1.4 Rationale

The development of the National Human Rights Commission Strategic Plan (2018/19-2023/24) was well thought-out and adopted as a guiding framework that will drive the implementation and supervision of the mandate of the Commission in the next 6 years. The Commission needed to have clear goals and objectives that are ambitious but also realistic and achievable using sound strategies that are impactful, most efficient and cost-effective.

The period of adoption of this Strategic Plan is particularly important because it covers the upcoming Rwanda's Universal Periodic Review scheduled in 2020. Therefore, the elaboration of the long and medium-term strategies is an opportune moment for the Commission to align its work with some good practices in international human rights systems, and priorities of the Government of Rwanda as defined in the National Strategy for Transformation (NST1) priority area 4 "enhanced adherence to human rights". It is also an opportunity to fully integrate global, regional and national planning commitments including: The Sustainable Development Goals (SDGs), the EAC Vision 2050 and the Agenda 2063. This was an important moment for the Commission to look back and examine what was not achieved in the previous strategic plan (2013-2018), and review some major challenges that might have hindered its implementation.

1.5 Methodological approach

The elaboration of this NCHR Strategic Plan was conducted through a participatory and consultative process involving the entire Justice Sector Stakeholders, private sector, central and decentralized institutions, public and private development partners, national and international civil society. This approach was intended to ensure inclusiveness and ownership by all NCHR stakeholders. Under the leadership of the Commission, the process involved staff from NCHR, MINECOFIN and MINIJUST/ Justice Sector Coordination Secretariat.

The process started with a comprehensive understanding of the current mandate, mission, and outputs of the NCHR. Understanding the Commission's current status, challenges and achievements was important to determine the most pressing challenges the Commission needs to confront as a matter of priority in order to contribute to Rwanda's vision and goals. This honest examination involving feedback from key stakeholders through consultative meetings provided some guiding values and innovative strategies necessary to achieve medium and long-term objectives.

The situation analysis involved outlining the current performance of the Commission in relation to the government plans and policies. To understand specific Government priorities, several documents including Rwanda Vision 2050, 7 Years Government Programme, NST 1, Sector Strategic Plan 3 (SSP 3), law n°19/2013 establishing the National Human Rights commission (NCHR) and determining its mission, organization and functioning as modified and complemented to date, Commission's reports and Joint Sector reports and evaluation of NCHR Strategic Plan 2013/2014 – 2017/2018, were consulted. This combined with a review of some global and regional agendas relevant to Rwanda such as the Sustainable Development Goals (SDGs), African agenda 2063 and EAC vision 2050 helped in conceptualizing the priorities of the Commission.

A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was conducted to understand external and internal factors that impact on the Commission's performance as well as considering the role of stakeholders in the promotion and protection of human rights in Rwanda.

To place the Commission in the wider context, the Strategic Plan development process considered understanding Political, Economic, Sociological, Technological, Legal and Environmental situation (PESTLE analysis). PESTLE analysis is a technique that helps to identify broader external risks that are likely to affect the strategic plan. This was considered from a national, regional and global perspective. To contribute to the vision of the Commission of achieving a Rwandan society where human rights are rooted and rule of law strengthened, the formulation of priority objectives and strategies is based on a devised theory of change.

1.6 Structure of the Strategic Plan

This strategic plan is comprised of six chapters. The first chapter is this general introduction. It consists of a brief description of the NCHR; its background information, mandate, responsibilities, powers and administrative structure. It also provides information on the developing process of this strategic plan where its rationale, methodology and structure are explained. Chapter two is a situational analysis. In addition to the SWOT analysis it looks into the current performance of the Commission considering its achievements, weaknesses and lessons learnt. In order to place the Commission in the wider context, a Political, Economic, Social, Technological, Legal and Environmental (PESTLE) analysis was conducted. Chapter three is the strategic planning proper.

Whereas the situational analysis is about where the Commission is, chapter three is addressing the question of where the commission intendeds to be in the next 6 years. All strategic objectives and strategies/interventions are designed with a theory of change in mind, the desire to create a Rwandan society that is based on rule of law, where human rights culture is entrenched. Chapter four is the implementation of the strategic plan. It consists of the operational planning and reporting systems and the necessary activities/actions for implementation. Chapter five is the monitoring and evaluation. To ensure that the process of implementation is transparent, and that those responsible for implementation are accountable to the NCHR's stakeholders, some rigorous measures to monitor and evaluate the progress have been suggested. Chapter six is the costing. The proposed budget is a combination of previous spending experience of the Commission with the estimation of the forecasted needs in the strategic plan.

Chapter Two: SITUATIONAL ANALYSIS

The situational analysis is focused on understanding the broader context in which the Commission is operating by particularly highlighting the Commission's achievements, challenges and opportunities. This chapter considers both internal and external factors that impact the Commission's ability to accomplish its mandate.

2.1 Achievements of the Commission

In the area of Political Rights and Civil Liberties, the Commission has made some significant contributions in ensuring that Rwandans can enjoy their rights and freedoms. This contribution was assessed considering different indicators such as the vibrancy of civil society organizations in policy formulation, media freedom and freedom of expression, political parties' registration and operations, access to public information, and respect of individual liberties as provided for in Rwandan laws and international human rights conventions.

In the previous strategic plan, the target was to increase the score of adult population with confidence in the Respect for Human Rights from 73.6% in 2012 up to 76% by the end of EDPRS 2 and Sector Strategic Plan (SSP) 2. In Rwanda Governance Scorecard (RGS) 2016, the Political Rights and Civil Liberties scored at 81.83%, over reaching the EDPRS 2 target. The 81.83% obtained was given as follows; under the Democratic Rights and Freedoms (83.10%); Vibrancy of Civil Society Organizations in policy formulation (67.33%); Rights to Media Freedom (85.85%); Political Parties Registration and Operations (74.93%); Access to Public Information (78.21%); Respect for Human Rights (85.60%); Core international Human Rights conventions (97.78%).

The increase in perception is partly as a result of some different activities the Commission has been undertaking in the past 5 years:

- A National Human Rights Action Plan was developed, adopted and is under implementation.
- Increase of Human Rights awareness and sensitization among the population: 98,745 members of targeted groups were sensitized, equal to 167.3%, compared to 59,000 people that were targeted.
- The capacity to receive complaints increased, and currently 91.5% of all complaints received at the Commission were handled. The rate of resolved complaints increased significantly. For instance, in 2013-2014, out of 1116 complaints that were received only 654 were resolved representing (58.6%) but in 2017-2018, out of 1868 complaints the Commission received, 1441 representing (77%) were resolved.
- 10 Analytical Studies were conducted: Survey on /MUSA, Gender based violence with focus on defilement, Public transport, mining companies, industries, Children from orphanages to Forster Families, Children Victims of Sexual Violence, Effect of Nduba dumping site to right to clean environment, Survey on mental health care centres and Education of Children with disability: These studies provided different recommendations on how to incorporate some human rights standards in national policies and programmes.

- Mandatory regional and international conferences were attended such as the meetings of African Commission for Human and People's Rights, Meeting of Human Rights Council, meeting of Global Alliance of National Human Right Institutions (GANHRI), meetings of Network of African National Human Rights Institutions, and meetings of Forum of Commonwealth of Human Rights Institutions. The objective: sharing experiences and collaboration in strengthening capacities.
- A number of Reports on International and Regional Human Rights Conventions were issued and submitted on time, these include on CESC, CMW CERD, CEDAW, CAT, ACRWC and CRPD.
- There was a follow up investigation on various reports of human rights violations (e.g. the Human Rights Watch report) conducted, and findings were made public and shared with concerned state organs.
- The Commission maintains an effective follow up on the implementation of recommendations and concluding observations from International Treaty Reports provided by relevant bodies.
- The Commission observed Presidential and parliamentary (chamber of deputies) elections, and issued reports.

2.2 Challenges

- Only 80% of the population are satisfied by awareness on Human rights and 19.6% were not satisfied, this means that the effort of the Commission vis-à-vis human rights awareness should be increased.
- Ineffective Monitoring Mechanism in the implementation of recommendations issued by the Commissions to the public institutions. For instance, after a study, the Commission lacks a framework for regular dialogues with institutions that receive recommendations to evaluate how such recommendations are being implemented
- Limited Capacity of the Commission in terms of ICT infrastructures, modern equipment and budget constraints.

2.3 Lessons learnt

Key lessons learnt during the performance period 2013 to 2018 include:

- Strategic Partnerships: It is important to have a partnerships strategy to enable the National Commission enhance its collaboration and complementarity with key partners towards implementation of its mandate.
- Managing expectations: It is important to prioritize human rights interventions based on the National Commission's capacity and results that are realistic within a given period.

- Results Framework; It is critical to develop and implement a concrete results framework aligning the National Commission's day to day activities to outputs and desired outcomes for the realization of the desired impact in the implementation of its mandate.

2.4 PESTLE Analysis

The combination of SWOT analysis with PESTLE (Political, Economic, Sociological, Technological, Legal and Environment) analysis provides a broader perspective about the context in which the Commission is working.

Table.1: PESTEL Analysis

Factor	Issues
Political	<ul style="list-style-type: none"> • Existing multiple political parties across the national political spectrum especially in the parliament where laws, policies and programs are discussed from different perspectives; • Based on the existing political stability and the existing laws in compliance with human rights will facilitate the commission to continue to promote and protect human rights in Rwanda; • Political pluralism attracts diverse political ideas and with different opposition parties in the parliament the Commission expect changes on existing policies implementation and the future policies. The Commission will continue advocacy on the respect of human rights and ensure that there is full compliance with laws; • The Commission needs to mobilize resources contributing to the respect of individual civil and political liberties by engaging all stakeholders in the process, and to conduct the monitoring of the process (before, during and after). <p>New political parties entered the parliament: The new political actors in the parliament might introduce new ideas, and the Commission would need to be prepared to ensure Human rights compliance in all voted laws and inaugurated programs and policies. This will require more attention and resources and political ideas will be diverse</p>
Economic	<p>The Government Development Plans / agenda (e.g. NST1, Vision 2030, SDGs, among others): The Government has developed and is implementing robust plans towards development and improved service delivery. However, more than 80% of Rwandan population is still dependant on agricultural activities and its productivity is still insufficient. There is a need to diversify resources and modernize the agricultural sector. This provides an opportunity for the Commission to ensure that economic development and investments in different sectors of the economy consider human rights in particular social, labor and environmental rights.</p> <ul style="list-style-type: none"> • Rwanda has a vision to become a middle income country by increasing the role of value added exports, as a result increasing export revenue and reducing the import- export gap. This will be done through the attraction of investors and increase of products made in Rwanda. The process will certainly involve the expropriation land, and the Commission needs to remain vigilant to ensure that there is fair and equitable compensation and that inaugurated industries do not engage in activities that violate human rights. There is a need to increase the Commission's resources to ensure that there is an effective and robust monitoring of respect of human rights in business as it is defined by UN guiding principles on business and human rights. • The Commission will ensure human rights compliance in laws governing businesses and the monitoring thereof, in particular ensuring that doing business in Rwanda respects the protection of the environment and good public health standards. • Rwanda is witnessing exponential growth in the extractive sector; the Commission will engage private sector institutions towards improved education and awareness on the link between business and human rights to improve working conditions.

Social	<p>Increased literacy: Rwanda has increased the literacy level rate. The Commission will take advantage of educational literacy to promote human rights work.</p> <p>Alternative Dispute Resolutions (ADR): The success of Gacaca Courts has encouraged the Justice Sector to put a lot of efforts in alternative dispute resolution mechanisms especially the “home grown solutions” such as Abunzi (mediators and conciliators). The Commission intends to insist on inculcating human rights principles into those mechanisms.</p>
Technological	<p>The Government completed installing fiber optic cable around the country, and the penetration of mobile telephone services is good. The Commission is prepared to take advantage of internet and mobile penetration to increase complaints reporting and outreach activities, and also deal with challenges related to cybercrime.</p> <p>The government introduced the integrated complaints management system in the justice sector but its accessibility by local population is not easy or cost effective.</p>
Environmental	<p>Environmental conservation and human rights: Rwanda is an active member of different initiatives that are aimed at environmental conservation. The Commission will undertake activities that are aimed at creating awareness on the nexus between human rights and environment.</p>
Legal	<p>Unstable Legal environment: Rwanda has a very progressive Constitution, robust laws and policies, but Rwanda is also known for routine legal amendments, restructuring and creation of institutions due to a speedy changing social and economic environment. The Commission needs to be prepared and sophisticated to follow up on those developments to ensure that the promotion and protection of human rights is ensured. This is possible because of a clear mandate of the Commission as it is reflected in the legal framework establishing the Commission.</p> <ul style="list-style-type: none"> • Constitution • Law governing the commission • Legal compliance • Mandated by the constitution to be the special institution to protect and promote human rights in Rwanda and embedded by the law • Existing laws and policies aiming at enforcing population well-being • Existing laws warranting the respect of human rights under its all aspects <p>Judiciary: Changes aimed at improving the judicial environment has also been happening. The Commission will continue monitoring the respect of human rights.</p>

2.5 SWOT Analysis

The purpose of SWOT analysis is to understand the Commission’s internal strengths and weaknesses and external opportunities and threats that may have an effect on the intended strategic objectives. Internal strengths are those features that give the Commission an advantage in its performance, whereas weaknesses are its internal limitations. The performance of the Commission also depends on the external environment.

This strategic plan considers some important external factors that provide opportunities the Commission might take advantage of, and some external threats or challenges that are likely to undermine the Commission’s ability to realize its mandate. The table below is a summary of strengths, weaknesses, opportunities and threats.

Table.2: SWOT analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Constitutionally mandated. - Reports to the Parliament & recommendations considered. - Full time appointed Commissioners - Judicial Police Powers for the Commissioners and Staff. - Immunity of commissioners during their term of office. - Permanent financial resource (government budgeted). - Skilled and committed Staff. - current accreditation as `A` Status 	<ul style="list-style-type: none"> - Insufficient use of information, communication technologies (ICTs). - Outdated Internal Rules and Regulations and Procedures Manuals in relation to the new law, functions and structure. - Insufficient human resources. - Limited financial resources. - Limited capacity in monitoring and evaluation to assess the impact of the Commission’s performance. - Limited outreach (poor visibility). - Insufficient use of treaty bodies’ tools in analyzing human rights complaints 	<ul style="list-style-type: none"> - Political will to create a culture of Rule of Law in Rwanda. - NCHR is member of JRLOS, and District JRLOS committees are created at district level. - NCHR is a member of the High council of judiciary. - Existence of other institutions operating in the protection and promotion of human rights such as CSOs. - Continued efforts to integrate international human rights norms into Rwandan Laws. - Good will of other state institutions to implement recommendations. 	<ul style="list-style-type: none"> - Insufficient knowledge of human rights by the population. - Insufficient knowledge about the commission and its mandate by the population. - Law enforcers that still have insufficient knowledge and skills to inculcate human rights norms into their daily activities. - Emerging threats to human rights protection e.g. human trafficking & cyber crime. - Insufficient means to provide legal aid to some specific categories of persons. - Judges not enough aware and trained on human rights.

Chapter Three: STRATEGIC PLANNING

In addition to the situational analysis, strategic objectives and strategies/interventions are formulated cognizant of Rwanda's aspirations and commitments as found in different core national, regional and international instruments. On national level, the Rwanda's vision 2050, the Justice, Reconciliation, Law and Order Sector (JRLLOS) Strategic Plan 2018/19-2023/24, the National Human Rights Action Plan and the National Strategy for the Transformation (NST 1) have been very useful in the orientation of this NCHR strategic plan. For instance, good governance and accountability, fighting corruption, citizen participation and decentralization, national unity, integrity, equity (including gender), transparency and openness as well as national stability are strong elements of Rwanda's Vision 2050. The NST1 is a 7 years (2017-2024) national planning instrument to implement Rwanda Vision 2050. It is constructed on three (3) pillars: Economic Transformation, Social Transformation, and Transformational Governance. All the three (3) pillars are interconnected in contributing to the development of Human Rights.

- The Overarching objective of the Economic Transformation pillar is to: Accelerate inclusive economic growth and development founded on the Private Sector, knowledge and Rwanda's Natural Resources.
- The overarching goal for the Social Transformation Pillar is to develop Rwandans into a capable and skilled people with quality standards of living and a stable and secure society.
- The overarching goal for the Transformational Governance Pillar is to consolidate Good Governance and Justice as building blocks for equitable and sustainable National Development.

On the regional level, the East Africa Community (EAC) Vision 2050 member States, including Rwanda, committed to becoming a globally competitive upper-middle income region with a high quality of life for its population, based on the principles of inclusiveness and accountability (with a target of upper middle income with USD 10,000 GDP per capita). Good Governance, Peace and Security were considered as a crosscutting issue to achieve this regional agenda target. The African Union Agenda 2063, the Commission is linked to the delivery of the aspiration **"An Africa of good governance, democracy, and respect for human rights, justice and the rule of law", and "A peaceful and secure Africa"**.

Rwanda is also committed to some regional core conventions on human rights and their monitoring treaty bodies such as the African Charter on Human and Peoples' Rights, the African Charter on the Rights and Welfare of the Child and the African Charter on Democracy, Elections and Governance. On international/global level, Rwanda has committed to the Sustainable Development Goals (SDGs) and the Commission is directly linked to the Goal 16 **"promoting peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels"**.

However, Human Rights principles are considered a crosscutting area to implement all 17 SDG's goals, thus the Commission's relevance in monitoring the implementation of all goals is crucial. The Commission is also planning to continue promoting and protecting human rights basing on all the core international instruments Rwanda is a party to including the International Covenant on Civil and Political Rights (ICCPR), the International Covenant on Economic, Social and

Cultural Rights (CESCR), the Convention on the Elimination of All Forms of Racial Discrimination (CERD), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Convention against Torture and other cruel, inhuman or degrading treatment or punishment (CAT), the Convention on the rights of the child (CRC), the International Convention on the protection of the rights of all migrant workers and members of their families (CMW), the Convention on the Rights of Persons with Disabilities (CRPD) and the Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (Sub-Committee on Prevention of Torture/SPT) among others.

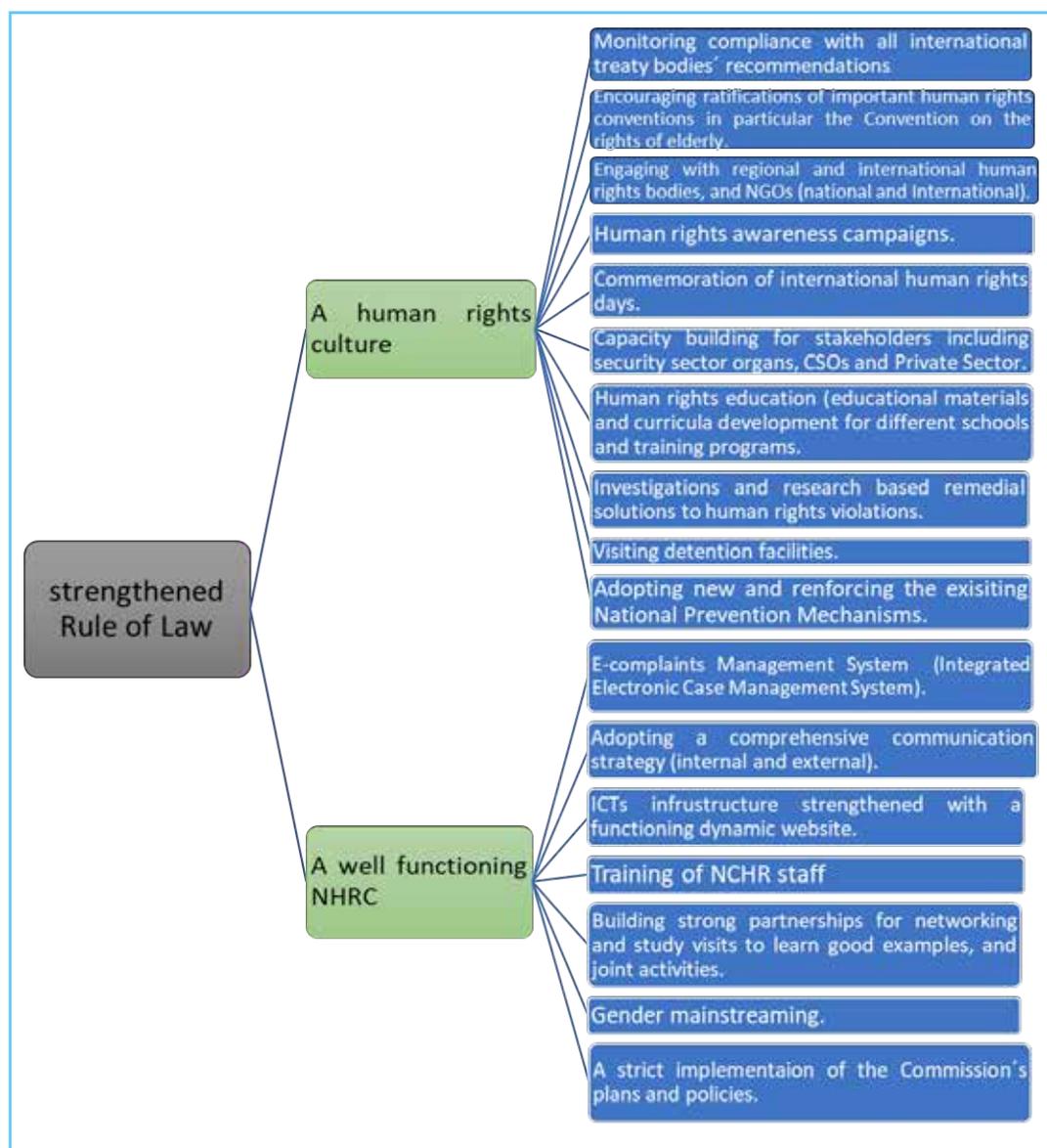
As stated above, human rights are cross cutting throughout all priority areas outlined in the NST 1. The Commission, as a member of the JRLS, contributes to the Transformational Governance Pillar. Specifically, in the implementation of the priority area 4: “enhanced adherence to human rights”. Strategic interventions of the Commission vis-à-vis the implementation of human rights priority area will include:

- To increase the human rights awareness;
- To strengthen compliance with international and regional core human rights instruments;
- To ensure respect of human rights at all levels;
- To increase the use of ICTs and innovations in the promotion and protection of human rights.

3.1 The Theory of Change

The Commission’s ultimate goal is to strengthen Rwanda’s Rule of Law. It is strongly believed (assumptions) for the rule of law to be achieved, there is a need to have a strong culture of human rights (respecting human rights principles) and a well functioning National Commission for Human Rights that can effectively and efficiently monitor, promote and protect human rights. These changes will be realized after a deliberate implementation of several activities.

Our Theory of Change



3.2 Strategic Objectives and Strategies/interventions

The aforementioned strategic objectives were formulated with some clear, efficient and effective strategies (interventions) that are capable of creating an everlasting impact and a sustainable human rights culture and rule of law.

Goal 1: Human rights are promoted in all sectors of governance in Rwanda

Strategy 1: Public awareness

Strategy 2: Training of different categories of duty bearers including those involved in National Preventive Mechanisms (NPM);

Strategy 3: Advocacy for compliance;

Strategy 4: Dialogue with partners and stakeholders like judiciary.

Goal 2: human rights is protected for all rights-holders in Rwandan jurisdiction

- Strategy 1: Regular monitoring of different sectors on compliance, protection and recommendations;
- Strategy 2: Research and advocacy in different sectors;
- Strategy 3: Complaints handling and investigation on human rights violations.

Goal 3: Capacities of NCHR and its local partners are strengthened

- Strategy 1: Development of capacities of commissioners and staffs of the commission on the content of rights, and especially on NPM;
- Strategy 2: Development of capacity of rights holders in selected sectors and CSOs working in those sectors;
- Strategy 3: Advocacy for increased budget and use of ICT
- Strategy 4: Consolidate collaboration with JRLS committees for more access to justice at district level.

Strategic priority area 1: Increase of human rights awareness

To achieve this strategic orientation, strong measures will be used to reinforce the level of promotion and monitoring for human rights, knowledge on human rights, justice and rule of law through training different categories of people with the objective of raising awareness on human rights. By the end of the next 6 years, the proportion of the population with confidence in respect of human rights will have increased from 89.2% (RGS 2016) to 95% by 2023/24.

Specific interventions in human rights promotion will include the following:

- Outreach activities aimed at expanding the visibility of the Commission and human rights awareness;
- Effective advocacy for the adoption of policies and legislations that are mindful of human rights norms and practices;
- Intensify human rights and people-based capacity building efforts through outreach engagements in public and private sectors;
- Ensuring availability of human rights education materials;
- Comprehensive communication strategy including engagement with the media and a functional website.

With regards to monitoring of human rights, specific interventions will include:

- Monitoring compliance with the Constitution on economic, social, cultural and political rights by the State and private sector stakeholders towards the realization of those rights;
- Monitoring compliance with rights of specific groups including children, women, elderly people, people with disability, migrant workers;
- Engaging public institutions including Parliament on thematic and annual reporting and implementation.

Strategic priority area 2: Compliance with international and regional core human rights instruments

Specific intervention in this priority area include:

- Monitoring implementation and compliance with international treaty bodies including the UPR;
- Strengthening engagements of human rights structures/bodies including OHCHR, ACHPR, NANHRI, GANHRI, CFNHRI, AFCNDH;
- Disseminating reports from international and regional human rights bodies.

Strategic priority area 3: Respect of human rights at all levels:

Continue promoting good governance which relies on the respect of human rights, unity among Rwandans, and gender equality.

Specifically, the focus will be on:

- Monitoring of and the implementation of the National Human Rights Action Plan;
- Improving the system for monitoring compliance and training of security / prison services;
- Conducting research based analysis to provide recommendations/remedial actions on human rights complaints received or reported. Studies will include but not be limited to the assessment of the impact of expropriation and urbanization on Human Rights, especially Right to property and Right to Clean environment, Right to Education and Right to health (2018-2019), assessment of the level of implementation of all Sustainable Development Goals and how they incorporate Human Rights principles (2019-2020), and assessment of the impact of targeted development strategies including Home Grown Solutions to the needs of most vulnerable Groups, including “Abasigajwe inyuma n’amateka” (2020-2021);
- Responding to human rights concerns;
- Reviewing and enhancing the effectiveness and efficiency of the NCHR;
- Designing a comprehensive monitoring and evaluation system to monitor all Commission’s recommendations;
- Implementing an effective internal institutional communication.

Strategic priority area 4: The use of ICTs and innovations in promotion and protection of human rights

- Streaming public hearing practices as an innovative way to educate the population on human rights and to receive and handle public complaints;
- Revamping and insisting on the use of E-complaints management system;
- Adopting innovative methods of human rights awareness such as podcasts featuring quiz shows and debate competitions, drama (sketches), mobile caravan, vox pop: using celebrities to give certain message, songs, poems etc...

It is important to highlight that the Strategic Plan of the Commission considers gender equality, protection of the environment, youth and social security as cross-cutting issues. Therefore, in every priority area and set of interventions the NCHR will ensure that such issues are taken care of.

- Gender equality: The Commission will continue to give priority to complaints related to sexual gender-based violence (SGBV);
- The youth: The Commission will increase awareness activities targeting the youth in efforts to promote and develop human rights culture;
- Protection of economic, social and cultural rights: the Commission is particularly interested in the rights to education, right to health, right to property and also the rights of vulnerable groups including children, people with disabilities, the elderly, refugees, migrant workers and people living with HIV / AIDS;
- Protection of a healthy environment: The Commission will intensify awareness campaigns as well as surveys and monitoring targeting the population and business companies towards the respect of the right to a healthy environment.

3.3 Strategic plan result chain

In order to contribute to the sector goal which is “Enhanced Rule of Law to promote accountable and transformational governance under the National Strategy for Transformation (NST1), the NCHR Strategic Plan 2018/19 – 2023/24 sets clear objectives, strategic interventions with measurable targets as required.

Outcome 1: Enhanced Adherence to Human Rights Principles

- **Output 1.1: Compliance with international and regional core human rights instruments ensured**
 1. Monitoring and reporting on the implementation and compliance with UN Protection mechanisms;
 2. Ensuring the ratification of all core international human rights instruments including the Convention on Rights of Older Persons and the domestication of UN Guidelines for Consumer Protection;
 3. Dissemination of concluding observations from international and regional human rights bodies.
- **Output 1.2: Collaboration with other Human Right Commissions, International Human Right Organizations and National Human Rights Organizations deepened.**
 - Strengthening the Commission’s engagements with human rights structures/bodies including the Human Rights Council, OHCHR, ACHPR, NANHRI, GANHRI, CFNHRI, AFCNDH and national human rights organizations.
- **Output 1.3: Enhance the promotion and monitoring of human rights:**
 1. To expand visibility of the Commission and raise awareness to promote human rights culture and set up a comprehensive communication strategy including engagement with the media and a functional website;
 2. Effective advocacy for adoption of human rights policies and legislation;
 3. Intensifying human rights and people based capacity building efforts through outreach engagements in public and private sectors;
 4. Ensuring availability of human rights education materials;
 5. Monitoring compliance with the Constitution on economic, social, cultural and political rights by the State and private sector stakeholders towards the realization of those rights;

6. Monitoring compliance with rights of specific groups including children, women, elderly people, people with disability, migrant workers.
- **Output 1.4: Respect of human rights at all levels:**
 1. Conducting investigation and research based analysis before providing recommendations/remedial actions on human rights complaints received or reported;
 2. Improving the system of monitoring compliance and training of security / prison services. (NPM activities);
 3. Designing and developing a comprehensive monitoring and evaluation system to monitor all Commission's recommendations.

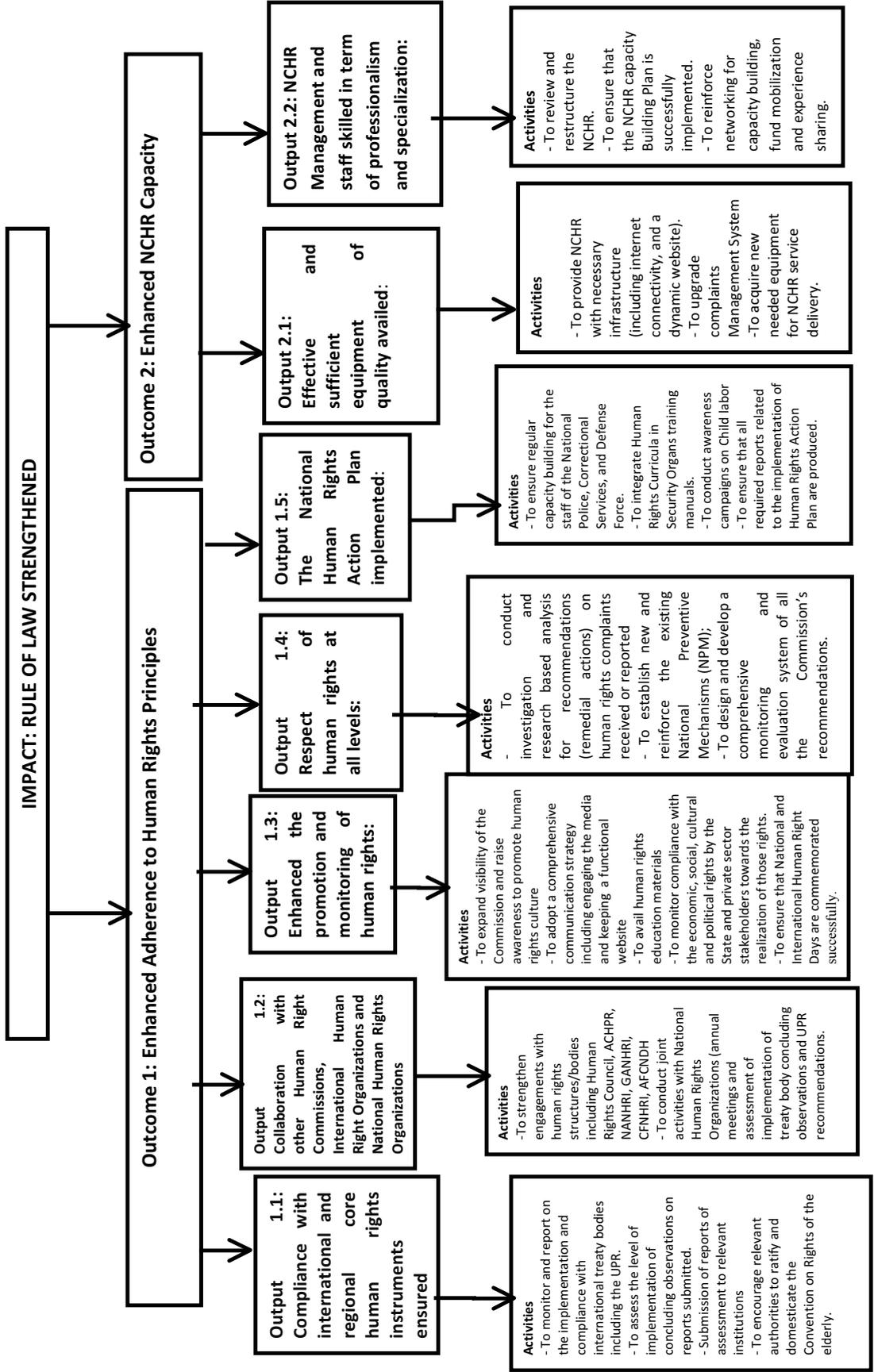
 - **Output 1.5: The National Human Rights Action Plan implemented**
 1. Monitoring of the implementation of the National Human Rights Action Plan;
 2. Ensuring regular capacity building of the selected staff of Rwanda National Police, Rwanda Investigation Bureau, Rwanda Correctional Services, and Rwanda Defence Force;
 3. Integrating Human Right Curricula in Security Organs and RCS Training School.
 4. Conducting awareness campaigns on Child labour;
 5. Ensuring that all required reports related to the implementation of Human Rights Action Plan are produced.

Outcome 2: Enhanced NHCR Capacity

- **Output 2.1: Efficient, effective and sufficient quality equipment is availed**
 1. Providing the NCHR with necessary infrastructure;
 2. Upgrading the e-complaints Management System;
 3. Acquiring needy equipment for the NCHR service delivery;
 4. Developing a NCHR comprehensive communication strategy aligned with the JRLOS communication strategy.

- **Output 2.2: The Management and Staff of NCHR are skilled in terms of professionalism and specialization:**
 1. Reviewing and restructuring the NCHR to enhance the effectiveness and efficiency of the NCHR (Policy action);
 2. Ensuring that the 6 years NCHR capacity Building Plan is successfully implemented
 3. Reinforcing networking for capacity building fund mobilization.

The Strategic plan result chain



Chapter Four: IMPLEMENTATION OF THE STRATEGIC PLAN

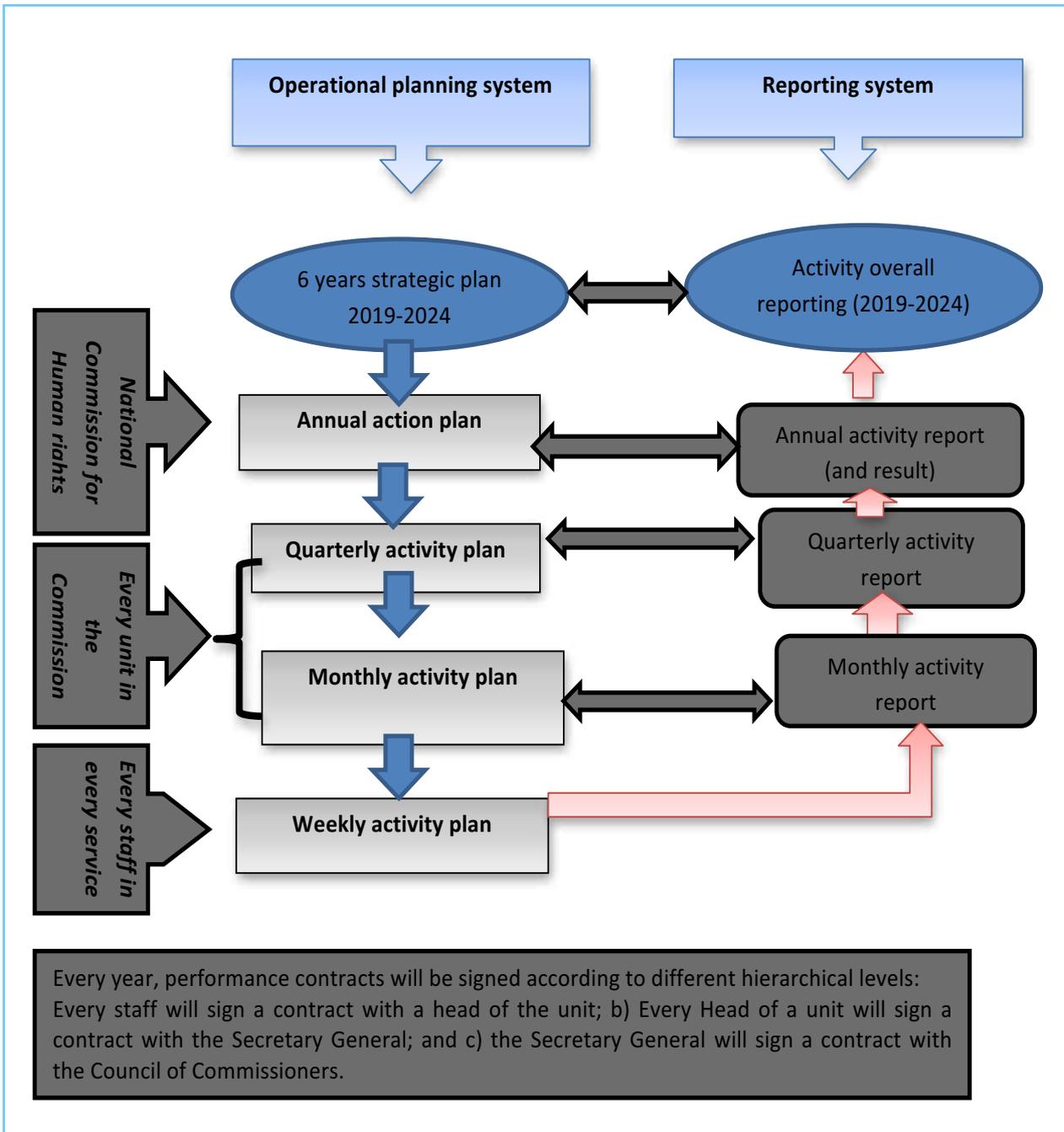
The Commission has a well-structured, strong and dynamic leadership that is capable of delivering this strategic plan. The NCHR commissioners together with their support staff work full-time at the Commission. This enables the implementation of the mandate of the Commission and resolving the daily managerial eventualities with immediate and appropriate responses. The Commission has judicial police powers to ensure that human rights violations are promptly redressed through both administrative and judicial mechanisms. The fact that Commissioners and staff of the Commission have immunity in the performance of their mandate, gives the independence and impartiality needed to implement a vigorous human rights mandate.

Ultimately, this strategic plan is about protecting the human rights of all Rwandans and takes into account our very own home-grown solutions which have transformed the social and economic well-being of Rwandans.

It also domesticates global and regional commitments reflected in different instruments including the Sustainable Development Goals (SDGs), the Africa Union Agenda 2063, and the East African Community (EAC) Vision 2050.

The available limited resources are well managed through strict procedures that ensure value for money. This allows the Commission to conduct reasonable field visits, receive and handle complaints, conduct outreach activities, monitor and evaluate the implementation. However, the strategic plan includes measures to increase both the quantity and quality of the Commission's resources. There is a plan to recruit new staff where necessary, and improve knowledge and skills of the existing staff through different trainings. The proposed innovative methods and ICTs strategies are aimed at increasing the impact of the limited resources. The Commission will also endeavour to collaborate with its stakeholders to raise extra funds, and share responsibilities where necessary especially in areas of human rights promotion.

The NCHR Operational planning and reporting system



INDICATORS	POLICY ACTIONS	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Output 1.1: Compliance with international and regional core human rights instruments ensured							
Level of implementation of the UPR recommendations (accepted by Rwanda) and number of reports elaborated submitted on time.	Monitor and report on the implementation and compliance with international treaty bodies including the UPR.		Conduct Final Assessment on the implementation of 2nd UPR Recommendations. Participate in the elaboration of UPR Country Report.	Contribute to preparation of Periodic reports on human rights treaty bodies (CERD, CEDAW, CAT).	Contribute to preparation of Periodic reports on human rights treaty bodies (CEDAW, ACRWC).	Conduct Mid-Term Evaluation on the implementation of 3rd UPR recommendations.	
Level of implementation of recommendations from treaty bodies.		Contribute to preparation of Periodic reports on human rights treaty bodies (CESCR, CMW).	Contribute to preparation of Periodic reports on human rights treaties (CERD, CEDAW, CAT).	Contribute to preparation of Periodic reports on human rights treaty bodies (CEDAW, ACRWC).	Contribute to preparation of Periodic reports on human rights treaty bodies (CRPD).		
		Assess the level of implementation of concluding observations on reports submitted ICCPR.	Assess the level of implementation of concluding observations on reports submitted (CERD, CEDAW, CAT).	Assess the level of implementation of concluding observations on reports submitted ACRWC.	Assess the level of implementation of concluding observations on reports submitted CRPD.		
	Disseminate recommendations and concluding observations from international and regional human rights bodies.	Disseminate concluding observations from CRPD and CRC reports.	Disseminate concluding observations from CDESCR and CMW reports.	Disseminate concluding observations from CERD, CEDAW and CAT reports.	Disseminate concluding observations from CERD and CAT reports.	Disseminate concluding observations from CEDAW and ACRWC reports.	Disseminate concluding observations from CRPD reports.
	Encourage relevant authorities to ratify and domesticate human rights instruments.	Urge relevant authorities to ratify the Convention on the rights of elder persons.		To urge relevant authorities to domesticate the UN Guidelines for Consumer Protection.			

Output 1.2: Collaboration with other Human Rights Commissions, International and National Human Rights Organizations deepened

Number of International Conferences attended by NCHR.	Strengthen engagements of human rights structures/bodies including OHCHR, ACHPR, NANHRI, GANHRI, CFNHRI, AFCNDH.	Attend two meetings of the African Commission for Human and People's Rights. One Meeting of the Human Rights Council.	Attend two meetings of the African Commission for Human and People's Rights. One Meeting of the Human Rights Council.	Attend two meetings of the African Commission for Human and People's Rights. One Meeting of the Human Rights Council.	Attend two meetings of the African Commission for Human and People's Rights. One Meeting of the Human Rights Council.	Attend two meetings of the African Commission for Human and People's Rights. One Meeting of the Human Rights Council.	Attend two meetings of the African Commission for Human and People's Rights. One Meeting of the Human Rights Council.
		Attend two meetings of the Global Alliance of National Human Rights Institutions (GANHRI). Two meetings of the Network of African National Human Rights Institutions.	Attend two meetings of the Global Alliance of National Human Rights Institutions (GANHRI). Two meetings of the Network of African National Human Rights Institutions.	Attend two meetings of the Global Alliance of National Human Rights Institutions (GANHRI). Two meetings of the Network of African National Human Rights Institutions.	Attend two meetings of the Global Alliance of National Human Rights Institutions (GANHRI). Two meetings of the Network of African National Human Rights Institutions.	Attend two meetings of the Global Alliance of National Human Rights Institutions (GANHRI). Two meetings of the Network of African National Human Rights Institutions.	Attend two meetings of the Global Alliance of National Human Rights Institutions (GANHRI). Two meetings of the Network of African National Human Rights Institutions.
		One Meeting of East African Human Rights Institutions. Two meetings of the Commonwealth Forum of National Human Rights Institutions (CF-NHRI). Organize one meeting of Forum of Commonwealth of Human Rights Institutions.	One Meeting of East African Human Rights Institutions. Attend one meeting of the Commonwealth Forum of National Human Rights Institutions (CF-NHRI). Organize one meeting of Forum of Commonwealth of Human Rights Institutions.	One Meeting of East African Human Rights Institutions. Attend one meeting of the Commonwealth Forum of National Human Rights Institutions (CF-NHRI). Organize one meeting of Forum of Commonwealth of Human Rights Institutions.	One Meeting of East African Human Rights Institutions. Attend one meeting of the Commonwealth Forum of National Human Rights Institutions (CF-NHRI). Organize one meeting of Forum of Commonwealth of Human Rights Institutions.	One Meeting of East African Human Rights Institutions. Attend one meeting of the Commonwealth Forum of National Human Rights Institutions (CF-NHRI). Organize one meeting of Forum of Commonwealth of Human Rights Institutions.	One Meeting of East African Human Rights Institutions. Attend one meeting of the Commonwealth Forum of National Human Rights Institutions (CF-NHRI). Organize one meeting of Forum of Commonwealth of Human Rights Institutions.
		Two meetings of the Association Franco-phone des Commissions Nationales des Droits de l'Homme. Attend seminars with the Networks of National Human Rights Institutions.	Two meetings of the Association Franco-phone des Commissions Nationales des Droits de l'Homme. Attend seminars with the Networks of National Human Rights Institutions.	Two meetings of the Association Franco-phone des Commissions Nationales des Droits de l'Homme. Attend seminars with the Networks of National Human Rights Institutions.	Two meetings of the Association Franco-phone des Commissions Nationales des Droits de l'Homme. Attend seminars with the Networks of National Human Rights Institutions.	Two meetings of the Association Franco-phone des Commissions Nationales des Droits de l'Homme. Attend seminars with the Networks of National Human Rights Institutions.	Two meetings of the Association Franco-phone des Commissions Nationales des Droits de l'Homme. Attend seminars with the Networks of National Human Rights Institutions.
		To contribute to the functioning of the NHRI's networks.	To contribute to the functioning of the NHRI's networks.	To contribute to the functioning of the NHRI's networks.	To contribute to the functioning of the NHRI's networks.	To contribute to the functioning of the NHRI's networks.	To contribute to the functioning of the NHRI's networks.

Number of joint activities organized with National HR Organizations.	Conduct Joint activities with National Human Rights Organizations.	Organize an annual consultative meeting with CSOs members. Collaborate in the evaluation of the implementation of the Second UPR recommendations. Collaborate in the assessment of the implementation of concluding observations from ICCPR.	Organize an annual consultative meeting with CSOs members. Collaborate in the assessment of the implementation of concluding observations from CERD, CEDAW, CAT.	Organize an annual consultative meeting with CSOs members. Collaborate in the assessment of concluding observations from ACRWC.	Organize an annual consultative meeting with CSOs members/ Collaborate in the mid-term evaluation of the implementation of the third UPR recommendations.	Organize an annual consultative meeting with CSOs.	Organize an annual consultative meeting with CSOs members/ Collaborate in the mid-term evaluation of the implementation of the third UPR recommendations.	Organize an annual consultative meeting with CSOs.	Organize an annual consultative meeting with CSOs members/ Collaborate in the mid-term evaluation of the implementation of the third UPR recommendations.
Number of duty bearers and rights holders sensitized and trained on human rights (disaggregated by gender and age).	To expand visibility of the Commission will conduct awareness campaigns to promote human rights culture.	Raise awareness on human rights during public hearings. Organize sensitization campaigns on human rights during "Inteko z'Abaturage".	Raise awareness on human rights during public hearings. Organize sensitization campaigns on human rights in prisons. Organize Sensitization campaigns on human rights in secondary schools using the caravan on early pregnancies.	Raise awareness on human rights during public hearings. Organize sensitization campaigns on human rights in secondary schools.	Raise awareness on human rights during public hearings. Organize sensitization campaigns on human rights in Transit centers.	Raise awareness on human rights through public hearings. Organize sensitization campaigns on human rights in refugee camps. Competition of students from secondary schools in poems on SGBV.	Raise awareness on human rights during public hearings. Organize sensitization campaigns on human rights in Transit centers.	Raise awareness on human rights during public hearings. Organize sensitization campaigns on human rights in Transit centers.	Raise awareness on human rights during public hearings. Organize sensitization campaigns on human rights in Transit centers. Competition of students from secondary schools in songs on child labor.
		Training of 85 journalists from different media	Training of 200 members of Private Sector Federation (PSF) and Trade Unions on Business and Human Rights.	Training of 200 Directors from different ministries on Human rights	Training of 200 members of the National Youth Council (NYC) and National Women's Council (NWC).	Training of 200 members of Professional Bailiffs. Training of 100 members of People with Disabilities and VIH's associations.	Training of 200 members of the National Youth Council (NYC) and National Women's Council (NWC).	Training of 300 election volunteers.	
	Comprehensive communication strategy including media and a functional website.	Produce 18 broadcast emissions on radio.	Produce 19 broadcast emissions on radio and 2 TV shows.	Produce 20 broadcast shows.	Produce 20 broadcast emissions on radio and 2 TV shows.	Produce 20 broadcasts on radio and 2 TV shows.	Produce 20 broadcast emissions on radio and 2 TV shows.	Produce 20 broadcast shows.	Produce 20 broadcast on radio and 2 TV shows.
	Avail human rights education materials.	Produce 990 booklets, 500 T-shirts, 10 banners, 5 pull up, 1000 pamphlets on child labor.	Produce 420 booklets, 500 T-shirts, 10 banners, 5 pull up, 250 bags and 1000 pamphlets on Business and Human Rights.	Produce 420 booklets, 500 T-shirts, 10 banners, 5 pull up, 1000 pamphlets on the rights of elderly persons.	Produce 420 booklets, 500 T-shirts, 10 banners, 5 pull up, 1000 pamphlets on child education (drop out).	Produce 720 booklets, 500 T-shirts, 10 banners, 5 pull up, 1000 pamphlets on SGBV.	Produce 420 booklets, 500 T-shirts, 10 banners, 5 pull up, 1000 pamphlets on child labor, 500 posters on child education (drop out).	Produce 420 booklets, 500 T-shirts, 10 banners, 5 pull up, 1000 pamphlets on Human rights principles.	Produce 420 booklets, 500 T-shirts, 10 banners, 5 pull up, 1000 pamphlets on Human rights principles.

Number of public debates organized.	Organize public debate on existing human rights issues.	Public debate on agriculture and human rights.	Public debate on enforcement of judgments rendered on Civil matters.	Public debate on the implementation of Legal Aid services and policies on Children's rights.	Public debate on the rights to education	Public debate on SGBV
Number of monitoring sessions and surveys on human rights issues conducted	Monitor compliance with the Constitution on economic, social, cultural and political rights by the State and private sector stakeholders.	Monitoring of refugee camps, elderly centers, persons with disability centers.	Monitoring of refugee camps, elderly centers, persons with disability centers.	Monitoring of refugee camps, elderly centers, persons with disability centers.	Monitoring of Refugee camps, elderly centers, persons with disability centers.	Monitoring of refugee camps, elderly centers, persons with disability centers.
	Survey on the enforcement of court decisions rendered on Civil matters.	Survey on the implementation of Legal Aid services and policies on Children's rights. Survey on Business and Human Rights.	Survey on Access to information Carry out a needs assessment for elderly persons and people with disabilities to establish protection mechanisms.	Survey on the compensation of SGBV victims. Survey on human trafficking.	Survey on the rights to a clean environment. Survey on drop out in primary and secondary schools.	Survey on Effectiveness of MUSA. Survey on the informal sector business (trade).
		Survey on domestic violence: root causes in relation to Human Rights	Training on Human Rights targeting women including Civil Society members and Private Sector.	Survey on education of children with disabilities: conditions, challenges and opportunities.		
Number of Human Rights days commemorated.	Ensure that National and International Human Right Days are commemorated successfully. Conduct investigations and research based analysis before issuing recommendations (recommendations) on human rights complaints received or reported.	Commemorate 8 human rights days. Handle and resolve 91% human rights violations cases.	Commemorate 8 human rights days. Handle and resolve 92% human rights violations cases.	Commemorate 8 human rights days. Handle and resolve 92% human rights violations cases.	Commemorate 8 human rights days. Handle and resolve 92% human rights violations cases.	Commemorate 8 human rights days. Handle and resolve 92% Human Rights violations cases
% of cases of Human Rights violations handled and solved against those reported (disaggregated by gender, age and region).		Impact assessment of the targeted development strategies including Home Grown Solutions to the needs of most vulnerable Groups, including "Abasigajwe inyuma n'amateka".	Impact assessment on expropriation and urbanization especially on right to property, right to clean environment, right to education and right to health.	Comprehensive research on emerging threats to human rights in Rwanda.	Comprehensive research on human rights situation in Rwanda.	
Research based reports						

	Strengthen OCR (The Observatory of Child Rights).	Evaluate functioning of OCR members Organize one coordination meeting at the National level.	Organize coordination meetings at the National and District levels.	Organize coordination meetings at the National and District levels.	Organize coordination meetings at the National and District levels.	Organize coordination meetings at the National and District levels.	Organize coordination meetings at the National and District levels.
Number of visits conducted by National Prevention Mechanisms (NPM) services at detention facilities.	Reinforce NMP) services	Operationalize NPM by providing it with skilled staff and equipment to monitor places of detention .	Monitor places of detention.	Monitor places of detention.	Monitor places of detention.	Monitor places of detention.	Monitor places of detention.
Rate of implementation of recommendations from NCHR as an oversight institution	Design and develop a comprehensive monitoring and evaluation system of all the Commission's recommendations.	Assess the implementation of recommendations issued in annual reports and in surveys conducted.	Assess the implementation of recommendations issued in annual reports and in surveys conducted.	Assess the implementation of recommendations issued in annual reports and in surveys conducted.	Assess the implementation of recommendations issued in annual reports and in surveys conducted.	Assess the implementation of recommendations issued in annual reports and in surveys conducted.	Assess the implementation of recommendations issued in annual reports and in surveys conducted.
Level of implementation of National Human Rights Action Plan	Ensure regular capacity building of selected staff of the Rwanda National Police, Rwanda Correctional Services, and Rwanda Defence Force.	Training of 150 members of Rwanda National Police. Training of 1500 members of Rwanda Investigation Bureau	Training of 200 staff of Rwanda Correctional Services. Training of 1500 members of Rwanda Investigation Bureau.	Training of 200 members of Rwanda Defence Force.	Training of 200 members of Rwanda Defence Force.	Training of 150 members of Rwanda National Police.	Training of 150 members of Rwanda National Police.
	Integrate Human Right Curricula in Security Organs and RCS Training Schools.	Prepare a Human Rights curriculum to be integrated in Security Organs and RCS Training Schools.					
	Raise awareness on the prevention and the elimination of Child labor and early pregnancies.	Organize sensitization campaigns on the prevention and the elimination of Child labor during Community works "Umuganda".	Organize sensitization campaigns on the prevention early pregnancies during Community works "Umuganda".	Organize sensitization campaigns on the prevention of early pregnancies during Community works "Umuganda".	Organize sensitization campaigns on the prevention of early pregnancies during Community works "Umuganda".	Organize sensitization campaigns on the prevention and the elimination of Child labor during Community works "Umuganda".	Organize sensitization campaigns on the prevention and the elimination of Child labor during Community works "Umuganda".
Number of evaluation reports on NHAP implementation produced.	Ensure that all required reports related to the implementation of Human Rights Action Plan are produced.	Annual evaluation report.	Annual evaluation report.	Mid-term evaluation report.	Annual evaluation report.	Final evaluation report.	N/A.
Level of Complaint Management System upgrading.	Strengthen the Commission's ICT system.	Develop tools to make accessible NCHR information and raise awareness on its activities.	Develop and operationalize a new complaint Management System.	Integrate NCHR into IECMS (Integrated Electronic Case Management System.	Integrate NCHR into IECMS (Integrated Electronic Case Management System.	Provide NCHR with necessary infrastructure and software (internet connectivity, website).	

Number of needed equipment acquired	Provide NCHR with necessary infrastructure and software.	Provide NCHR with necessary infrastructure and software.	Provide NCHR with necessary infrastructure and software.	Provide NCHR with necessary infrastructure and software.	Provide NCHR with necessary infrastructure and software.	Provide NCHR with necessary infrastructure and software.	Provide NCHR with necessary infrastructure and software.	Provide NCHR with necessary infrastructure and software.	Provide NCHR with necessary infrastructure and software.	Provide NCHR with necessary infrastructure and software.	Acquire needed equipment for NCHR service delivery.
Comprehensive Communication strategy.	Elaboration and operationalization of the NCHR Comprehensive communication strategy.	Production and broadcast of radio and TV shows (12 per year) and publication of print media articles on Human Rights (6 per year). Use of Environmental Media that encompass publication and dissemination of billboards, posters, brochures, fliers and stickers.	Production and broadcast of radio and TV shows (12 per year) and publication of print media articles on Human Rights (6 per year). Use of Environmental Media that encompass publication and dissemination of billboards, posters, brochures, fliers and stickers.	Production and broadcast of radio and TV shows (12 per year) and publication of print media articles on Human Rights (6 per year). Use of Environmental Media that encompass publication and dissemination of billboards, posters, brochures, fliers and stickers.	Production and broadcast of radio and TV shows (12 per year) and publication of print media articles on Human Rights (6 per year). Use of Environmental Media that encompass publication and dissemination of billboards, posters, brochures, fliers and stickers.	Production and broadcast of radio and TV shows (12 per year) and publication of print media articles on Human Rights (6 per year). Use of Environmental Media that encompass publication and dissemination of billboards, posters, brochures, fliers and stickers.	Production and broadcast of radio and TV shows (12 per year) and publication of print media articles on Human Rights (6 per year). Use of Environmental Media that encompass publication and dissemination of billboards, posters, brochures, fliers and stickers.	Production and broadcast of radio and TV shows (12 per year) and publication of print media articles on Human Rights (6 per year). Use of Environmental Media that encompass publication and dissemination of billboards, posters, brochures, fliers and stickers.	Production and broadcast of radio and TV shows (12 per year) and publication of print media articles on Human Rights (6 per year). Use of Environmental Media that encompass publication and dissemination of billboards, posters, brochures, fliers and stickers.	Production and broadcast of radio and TV shows (12 per year) and publication of print media articles on Human Rights (6 per year). Use of Environmental Media that encompass publication and dissemination of billboards, posters, brochures, fliers and stickers.	Production and broadcast of radio and TV shows (12 per year) and publication of print media articles on Human Rights (6 per year). Use of Environmental Media that encompass publication and dissemination of billboards, posters, brochures, fliers and stickers.
Level of implementing JRLS Gender Strategy		Take appropriate measures for strengthening of systematic gender disaggregated data in all documents and reports.	Allow the possibility of flexi-hours for pregnant or breastfeeding mothers at places of work.	Allow the possibility of flexi-hours for pregnant or breastfeeding mothers at places of work.	Allow the possibility of flexi-hours for pregnant or breastfeeding mothers at places of work.	Allow the possibility of flexi-hours for pregnant or breastfeeding mothers at places of work.	Allow the possibility of flexi-hours for pregnant or breastfeeding mothers at places of work.	Allow the possibility of flexi-hours for pregnant or breastfeeding mothers at places of work.	Allow the possibility of flexi-hours for pregnant or breastfeeding mothers at places of work.	Allow the possibility of flexi-hours for pregnant or breastfeeding mothers at places of work.	Publish success stories within NCHR and in the JRLS.

Level of implementation of NCHR 7 years Capacity building plan.	Ensure that in 6 years, the NCHR capacity Building Plan is successfully implemented. Reinforce Networking for capacity building, fund mobilization and customized training abroad.	0%	40%	60%	80%	90%	
Level of operationalization and staffing of the NCHR in line with the new structure.	Review and restructure the NCHR to enhance its efficiency and effectiveness.	Review and restructure approved by October 2018, Staffing completed in the third quarter of 2017/2018.	Capacity building of staff and Commissioners.				

Chapter Five: MONITORING AND EVALUATION

In order for the Commission to achieve all the intended results, and ensure that there is accountability and transparency towards its stakeholders, the implementation of this strategic plan will be subjected to a strict evaluation and monitoring process of the progress that keeps in sight both short and long term objectives.

Table.4: Monitoring and Evaluation

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for sustainable development									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	POLICY ACTIONS
OUTCOME 1 : Enhanced adherence to Human Rights Principles									
Proportion of Population with confidence in respect of human rights.	89.2% (RGS 2016)	90%	91%	92%	93%	94%	95%	RGS	Strong measures to promote and monitor the respect of human rights are ensured.
Output 1.1: Compliance with international and regional core human rights instruments ensured									
Level of implementation of UPR recommendations (accepted by Rwanda) and reports	34/50 equal to 68% fully implemented.	78% of recommendations provided in 2015 fully implemented.	100% of recommendations provided in 2015 fully implemented.	20% of new recommendations for 2020 (3 rd UPR cycle) implemented.	45% of new recommendations implemented.	75% of new recommendations implemented.	100% of new recommendations implemented.	MINIJUST/ NCHR	Monitor and report on the implementation and compliance with international

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for sustainable development

INDICATOR	BASELINE (2016/17)	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	POLICY ACTIONS
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
elaborated and submitted on time.									treaty bodies including the UPR.
		CESCR, CMW	CERD, CEDAW, CAT	CERD, CERD ACRWC	CERD, CAT	CEDAW, ACRWC)	CRPD	Reports by treaty body monitoring taskforce/ MINIJUST /NCHR.	
Level of implementation of recommendations from treaty bodies.		ICCPR		CESCR, CMW	CERD, CEDAW, CAT	CERD ACRWC	CAT	Report	
Number of international human rights conventions ratified.	8/9	9/10	9/10	9/10	9/10	9/10	9/10	MINIJUST/ NCHR	Ensure the ratification of the Convention on Rights of Older Persons.
% of views on laws and draft laws provided taken into consideration.	80%	90%	90%	90%	90%	90%	90%		Effective advocacy for adoption of human rights policies and

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for sustainable development

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	POLICY ACTIONS
									legislations.
Output 1.2 Collaboration with other Human Right Commissions, International Human Right Organizations and National Human Right Organizations deepened									
Number of International Conferences attended by NCHR.		17	17	18	17	17	17	Mission reports	Strengthen engagements with international and regional human rights structures (bodies) and organizations.
Number of activities organized with National HR Orgs	2	3	4	3	3	2	2	Reports	
Number of joint activities organized with stakeholders.	5	12	15	18	19	20	21		Reinforce networking with stakeholders for resource mobilization.
Output 1.3 Promotion and monitoring of human rights enhanced.									
Number of duty bearers and rights holders sensitized and trained on human rights.	42,641	45,000	46,251	47,538	48,824	49,357	50,021	NCHR, CSOs reports.	Promote human rights culture and set up a comprehensive communication

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for sustainable development

INDICATOR	BASELINE (2016/17)	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	POLICY ACTIONS
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of radio and TV shows organized.	16	18	19	22	22	22	22		strategy.
Number of HR days commemorated.	7 days	8 days	8 days	8 days	8 days	8 days	8 days	Reports	
Number of HR materials produced.		2505	2185	1935	2235	1935	1935		Ensure human rights education materials are available.
Number of public debates organized.			1	1	1	1	1		Organize public debate on existing human rights issue.
Number of Monitoring sessions and Surveys on Human Rights Issues conducted.		5 monitoring sessions and 2 surveys.	3 monitoring sessions and 2 surveys.	3 monitoring sessions and 1 survey.	Reports	Monitor compliance with the Constitution on economic, social, cultural and political rights and for specific groups by the State and private sector stakeholders.			

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for sustainable development

INDICATOR	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	POLICY ACTIONS
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
Output 1. 4. Respect of human rights at all levels ensured :									
% of cases of Human Rights violations handled and solved against those reported disaggregated by gender, age and region.	89%	90%	91%	92%	92%	92%	92%	NCHR reports	Conduct investigation, research, analysis, recommendations/remedial actions on human rights complaints received or reported.
Number of studies conducted.	100%	100%	100%						Studies assessing the impact of expropriation, urbanization, implementation of SDGs, and targeted development strategies including 'home grown solutions' in relation to different

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for sustainable development

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	POLICY ACTIONS
Number of visits to places of deprivation of liberties conducted by NPM services.	16 visits	18 visits in different places	18 visits in different places.	Reports	aspects of human rights, Establishment and Reinforcement of the National Preventive Mechanisms (NPM) services.				
Rate of implementation of recommendations from NCHR as an oversight institution.	N/A	Establish a baseline.	80%	90%	90%	90%	90%	Reports	Design and develop a comprehensive monitoring and evaluation system to monitor all Commission's recommendations

Output 1.5: The National Human Rights Action Plan implemented

Level of implementation of National Human Rights Action Plan	Data for baseline to be provided.	RNP and RIB	RCS and RIB	RDF	RIB	RNP	NCHR Annual Report	Ensure regular capacity building of the Rwanda National Police, Rwanda Correctional
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GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for sustainable development

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	POLICY ACTIONS
			human rights elaborated and validated.						Services, and Rwanda Defence Force.
Number of evaluation reports on NHAP implementation produced.		Annual evaluation report	Annual evaluation report	Mid-term evaluation report	Annual evaluation report	Final evaluation report	N/A	NCHR Annual Report	Integrate Human Right Curricula in Security Organ and RCS Training Schools. Conduct awareness campaigns on Child labor. Ensure that all required reports related to the implementation of Human Rights Action Plan are produced.
OUTCOME 2. ENHANCED NCHR CAPACITY									
Output 2.1. The NCHR effectively and efficiently managed and equipped with quality materials and software									
Level of the NCHR Software and	40%	60%	70%	80%	80%	85%	89%		Strengthen NCHR infrastructure

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for sustainable development

INDICATOR	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	POLICY ACTIONS	
	(2016/17)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24					
infrastructure upgraded												and ICT based services.
% of needy equipment acquired	50%	55%	60%	65%	70%	75%	78%					Acquire needy equipment for NCHR service delivery
Level of NCHR performance in Communication (number of web stories, social media posts)	Production and broadcast of radio and TV shows (12 per year) and publication of print media articles on Human Rights (6 per year). Use of Environmental Media that encompass publication and	50%	70%	80%	85%	90%	95%					NCHR communication services improved. Publish success stories within NCHR and in the JRLLOS.

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for sustainable development

INDICATOR	BASELINE (2016/17)	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	POLICY ACTIONS
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
	dissemination of billboards, posters, brochures, fliers and stickers								
	NCHR Branding includes logos, slogans, websites, hotlines, interactive voice response (IVR)/short message service (SMS) systems, magazines, newsletters and reports.								
	Use of								

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for sustainable development

INDICATOR	BASELINE (2016/17)	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	POLICY ACTIONS
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Level of implementing JRSLOS Gender Strategy	Documentaries including production and broadcast of stories and dramas on radio and TV.	Take appropriate measures for gender equality disaggregated data in all documents and reports	Allow possibility of flexible hours for pregnant or breastfeeding mothers working remotely.	Allow possibility of flexible hours for pregnant or breastfeeding mothers working remotely.	Allow possibility of flexible hours for pregnant or breastfeeding mothers working remotely.	Allow possibility of flexible hours for pregnant or breastfeeding mothers working remotely.	Allow possibility of flexible hours for pregnant or breastfeeding mothers working remotely.		
		To build a gender responsive attitude in the Commission.							

Output 2.2. The NCHR staff and Commissioners' capacity enhanced

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for sustainable development

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	POLICY ACTIONS
Level of implementation of NCHR 7 years Capacity building plan	0% of implementation of NCHR 7 years capacity building plan	20% of implementation of NCHR 7 years capacity building plan	40% of implementation of NCHR 7 years capacity building plan	60% of implementation of NCHR 7 years capacity building plan	80% of implementation of NCHR 7 years capacity building plan	90% of implementation of NCHR 7 years capacity building plan	100% of implementation of NCHR 7 years capacity building plan	NCHR Annual Report	Ensure that 7 years NCHR capacity Building Plan is successfully implemented.

Chapter Six: COSTING

Table 5: Budgeting

		BUDGET ACCORDING TO EXPECTED RESULTS AND ACTIVITIES							
Expected results	Activities	Total cost	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	
OUTCOME 1: ENHANCED ADHERENCE TO HUMAN RIGHTS PRINCIPLES									
Output 1.1.	Contribute to preparation of Periodic reports on human rights treaty bodies.	13,700,000	2,000,000	2,200,000.00	2,500,000.00	27,000,000.00	3,000,000	3,000,000.00	
Compliance with international and regional core human rights instruments ensured.	Conduct Final Assessment on the implementation of 2 nd UPR Recommendations	6,180,000	3,040,000	3,140,000.00					
	Conduct Mid Term Evaluation on the implementation of 3 rd UPR recommendations	4,040,000					4,040,000		
	Assess the level of implementation of concluding observations on reports submitted	34,388,684	4,840,000	4,840,000	5,324,000	5,856,400	6,442,040	7,086,244	

	Disseminate concluding observations from submitted reports	16,824,730	2,300,000	2,530,000	2,783,000	2,783,000	2,783,000	3,061,300	3,367,430
Output 1.2 Collaboration with other Human Right Commissions, International Human Right Organizations and National Human Right Organizations deepened	Attend two meetings of African Commission for Human and People's Rights	74,836,000		14,120,000.0	14,826,000.0	14,826,000.0	14,826,000.0	15,532,000.0	15,532,000.0
	Attend one Meeting of Human Rights Council	48,550,915	10,500,000	7,179,418	7,538,388	7,538,388	7,538,388	7,897,359	7,897,359
	Attend two meeting of Global Alliance of National Human Right Institutions (GANHRI)	50,350,000		9,500,000	9,975,000	9,975,000	9,975,000	10,450,000	10,450,000
	Attend two meetings of Network of African National Human Rights Institutions	74,836,000		14,120,000	14,826,000	14,826,000	14,826,000	14,826,000	14,826,000
	Attend one Meeting of East African Human Rights Institutions	21,359,000		4,030,000	4,231,000	4,231,000	4,231,000	4,433,000	4,433,000
	Attend two meetings of Forum of	85,436,000		16,120,000	16,926,000	16,926,000	16,926,000	17,732,000	17,732,000

Output 1.5	Training of 150 members of Rwanda National Police	31,405,096	9,516,696				10,944,200		10,944,200
The National Human Rights Action Plan implemented	Training of 240 members of Rwanda Investigation Bureau	29,600,160		9,600,000	10,000,080				
	Training of 200 staff of Rwanda Correctional Services	23,342,296		11,671,148				11,671,148	
	Training of 200 members of Rwanda Defence Force	11,671,148			11,671,148				
	Organize sensitization campaign on the prevention and the elimination of Child labor during Community works "Umuganda"	6,148,640							
OUTCOME 2. ENHANCED NCHR CAPACITY									
Output 2.1.	Develop a new complaint Management System	7,000,000		7,000,000			0		

The Management of NCHR is effective and sufficient equipment of quality availed	Provide NCHR with necessary infrastructure and software (equipment, internet connectivity, website, application...	13,500,000	13,500,000	13,500,000						
	Integrate NCHR into IECMS (Integrated Electronic Case Management System		20,000,000							
	Training and maintenance of IECMS						10,000,000			
	12 web stories and 52 social media posts	-								
	Take appropriate measures for strengthening of systematic gender disaggregated data in all documents and reports									
	Build a gender responsive attitude in the									



THE NATIONAL COMMISSION FOR HUMAN RIGHTS

Email: cndh@rwanda1.com

WEB SITE: <http://www.cndp.org.rw>