



National Human Rights Commission

The cover design features a green background with a repeating pattern of the National Human Rights Commission logo. Two blue, cone-shaped beams of light converge towards the center, framing the text "Strategic Plan" in orange and "2019-2022" in blue. Below the text is a photograph of a winding asphalt road with yellow double lines, set against a blue background. The bottom of the cover has a dark blue horizontal band with a thin red line above it.

**Strategic
Plan**

2019-2022



FOREWORD

The National Human Rights Commission (Amendment) Act, 2010 has made it imperative for the Commission to position itself with a view to becoming a foremost national human rights institution, not only in Africa, but globally. The Amendment Act strengthens the investigative powers of the Commission, empowers it to make binding determinations as well as award compensation and damages with respect to human rights violations in the country. The decisions of the Commission are now at par with the judgment of a High Court.



The Commission has been accorded operational and financial autonomy in the discharge of its mandate. This is in addition to the fact that the Global Alliance of National Human Rights Institutions (GANHRI) restored it to “A” status in August 2011 and after a review in 2016, reaffirmed this status. No country in today’s world can attain sustainable human development, including democratic values built on respect for the rule of law, constitutionalism and high-level patriotism of its citizenry without according the enjoyment of human rights a prime place. The National Human Rights Commission must therefore, play a critical role in Nigeria’s quest to be one of the twenty foremost economies by the year 2020, and achieve the Sustainable Development Goals, as well as, the Economic Growth and Recovery Plan (ERGP) of the Nigerian Government.

This informed the four- year Strategic Plan (SP) of the NHRC for the period 2019 -2022. The SP has identified strategic priorities for the Commission within this period. These include complaints treatment mechanism, increased accessibility of the Commission through the establishment of State offices in the remaining 12 States of the Federation, strategic and coordinated approach to human rights education, monitoring of government compliance with local and international human rights standards, strategic recruitment and placement of a highly skilled and motivated workforce, organizational reform and institutional development, upgrade and effective use of ICT, strengthening strategic partnerships and effective financial resource management.

The SP takes into consideration both internal and external environments in which the Commission operates. It was also developed using PESTLE and SWOT analysis tools. The plan has also factored in monitoring and evaluation processes that will allow its periodic and regular review in order to ensure that the strategic objectives are realized and outcomes measured. It is our hope that the SP will be a major step towards the repositioning of the Commission and that by 2022, the promotion, protection and enforcement of human rights in Nigeria would have been greatly enhanced.

In the light of above, I appeal to all stakeholders, particularly the staff of the National Human Rights Commission, to own the SP and work assiduously towards its realization. I hereby solicit the kind support of our partners, including Government Agencies, the National Assembly, Judiciary, Civil Society Organizations (CSOs), Development Partners, Donor Agencies, the Media, other NHRIs and Inter-governmental Organizations to join hands with the Commission in this noble venture. We at the Commission are determined to ensure that our society is imbued with a culture and ethos of respect for human dignity, fundamental freedoms, liberty and the realization of all human rights.

Tony Ojukwu, Esq
Executive Secretary



EXECUTIVE SUMMARY

The Strategic Plan of the NHRC 2019-2022 seeks to strengthen the operations of the Commission in line with its expanded mandate enshrined in the National Human Rights Commission (Amendment) Act 2010 as the foremost national institution for the promotion and protection of all human rights guaranteed by the Constitution, other national laws, regional and international legal instruments on human rights.

The report of the Rapid Institutional Assessment (RIA) carried out by the Bureau for Public Service Reforms in 2017 identified some of the challenges that have hindered the Commission from effectively carrying out its functions and made robust recommendations to address the challenges. This coincided with the appointment of a new Executive Secretary with a vision and drive to reposition the Commission. Accordingly, the current administration accepted to implement the recommendations of the RIA Report among which is the development of a Strategic Plan.

As part of the steps to have a credible working document, the Commission set up a Committee comprising of staff from the various departments and relevant units to undertake the task. The staff were trained by a reputable consulting firm engaged by the Bureau for Public Service Reforms on how to develop a Strategic Plan using various tools of analysis. Equipped with the relevant knowledge and capacity, the Committee undertook a holistic situational analysis of the workings and operations of the Commission using the relevant analytical tools such as the SWOT and PESTLE Analyses and harvested the relevant information which formed the basis of this document.

The Committee produced and administered questionnaires to adequately address the concerns of all departments and field offices on their various needs and captured their inputs on ways and means of addressing some challenges. With the various inputs, the Committee identified some key strategic priorities which the Commission should focus on in order to achieve the best outcome.

The Strategic Plan is to serve as a guide for the conduct of affairs of the Commission for the next four (4) years. It has identified strategic priorities which include improved complaints treatment mechanism; increased accessibility of the Commission through the establishment of State offices; strategic and coordinated approach to human rights education; monitoring of government compliance with local and international human rights standards; strategic recruitment and placement of a highly motivated workforce; organisational reform and development; effective use of ICT; strengthening strategic partnerships and effective financial resource management. The successful implementation of the Commission's Strategic Priorities will depend to a large extent on the effective use of cutting-edge technology to drive processes and programmes. As such, investment in the appropriate technology will form an important pillar in the implementation strategy. The goal is to achieve more with less.

In order to define the scope of activities, the Commission adopted the following 18 thematic areas of focus to drive its strategies and operations. These are:

- Children
- Corruption, Election and Good Governance
- Education
- Environment, Niger-Delta and Development
- Food and Shelter
- Freedom of Expression and Media
- Freedom of Peaceful Assembly, Association, Religion and Belief
- Health



- Internally Displaced Persons, Refugees, Migrant and Asylum Seekers
- Business and Human Rights
- Independence of the Judiciary and Access to Justice
- Labour
- Law Reform and Law Review
- Rights of Persons with Disabilities
- Prison, Police and Other Detention Centres and Regulatory Agencies
- Torture and Extra-Judicial Execution
- Terrorism and other related Violence
- Women & Gender Related Matters

There is a deliberate effort at mainstreaming gender perspective into policies, programmes and projects of the Commission. This means that the needs of women are taken into consideration at all stages of the policy planning and programme implementation. Gender planning refers to the process of planning and designing the implementation phase of policies, programmes, or projects from a gender perspective. Strategic partnerships will form a core objective of the Plan and will involve bodies such as UN Women and other relevant agencies.

The Strategic Plan is implementation-oriented and as such has a roadmap for the actualization of the priorities identified including measurable indicators. An implementation plan has been systematically developed taking into consideration the source of funding, activities to be carried out and the persons or entities responsible for carrying out the various activities. In order to monitor the level of implementation and compliance, each activity has an observable verifiable indicator (OVI). This is to ensure that progress is being achieved on each set target.

The plan can only be implemented with financial provision. The primary source of funding for the Commission is the Federal Government. The plan therefore took into consideration the anticipated budgetary provision by the Government and has its estimated cost of implementation. While developing the cost of implementation, partnership and collaboration with critical stakeholders and donor agencies have been defined adequately. The Commission is desirous of forming both financial and technical partnership with various stakeholders and donor organisations towards the actualisation of the Strategic Plan. Therefore, institutions and bodies that want to advance the cause of human rights are warmly welcome to participate in the implementation of this plan.

The Commission also keyed into the government policy of Economic Recovery and Growth Plan (ERGP) with its objectives of restoring economic growth, building a competitive economy and investing in the people. The plan aligned itself with the Executive Orders of the Federal Government as their implementations are geared towards boosting the economy which ultimately would advance the socio-economic rights of the people and empower them.

The Commission is expected to implement the provisions of this plan under normal circumstances unless the implementation of any of the provision turns out to be inconsistent with the Constitution or any existing law, (regional or international). In addition, possible risks have been identified and acknowledged in the plan and strategies for risk management have been factored in.



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CHAPTER ONE

THE NATIONAL HUMAN RIGHTS COMMISSION

1.0 Background

Democracies such as we have in Nigeria, are hinged on respect for human rights and the rule of law. It is in recognition of this that the United Nations General Assembly, on 20th December 1993, through Resolution 48/134, enjoined member states to establish and strengthen national institutions for the promotion and protection of human rights and fundamental freedoms. The National Human Rights Commission was established by the NHRC Act, 1995 and strengthened by the 2010 Amendment Act. The amendment repositioned the Commission to effectively carry out its mandate to promote, protect and enforce the rights of all persons in Nigeria. It is in a bid to ensure effective implementation of its expanded mandate that this Strategic Plan 2019 – 2022 was developed.

The Strategic Plan (SP) is expected to serve as a guide for the Commission for 4 years. Strategic priorities have been identified in recognition of the fact that the Nigerian National Human Rights Commission, unlike other NHRIs, has a broad mandate and deals with all categories and aspects of human rights, and that Nigeria is a large and heterogeneous country with numerous challenges. Priorities for the period covered by this Plan are in line with present realities, so that progressively, the Commission can work towards strengthening its operations and discharging its duties effectively and efficiently. This however does not preclude the Commission from addressing new issues as they emerge but is aimed at ensuring that the Commission does not spread itself too thinly.

Monitoring and Evaluation Indicators have been developed for periodic internal and external assessment and the SP will be reviewed and updated periodically. This will help the Commission track its progress in implementation and make adjustments where necessary.

1.1 The National Human Rights Commission of Nigeria

The National Human Rights Commission is an independent public body established for the promotion, protection and enforcement of human rights in Nigeria. It is accredited with an ‘A’ status by the Global Alliance of National Human Rights Institutions (GANHRI) within the United Nations (UN) system.

1.1.1 Vision

To be a foremost National Human Rights Institution in the world by entrenching a culture of respect for human rights and promoting national values built on principles of democracy, accountability and respect for the rule of law.

1.1.2 Mission

The Commission is committed to prompt response to allegations of human rights violations, advocacy, education, and interventions that encourage national values built on the principles of respect for human and peoples’ rights.

1.1.3 Core Values

- Equal opportunity
- Efficient and effective service delivery
- Justice and dignity
- Team work
- Respect for diversity



- Transparency and accountability

1.2 Functions and Powers of the Commission

The functions and powers of the Commission are as stipulated in the National Human Rights Commission Act, 1995 (as amended). These derive from and comply with international guidelines and principles. Its broad duty is to encourage and promote awareness, understanding and respect for all human rights (civil, political, economic, social and cultural) to everyone, everywhere in Nigeria, and to ensure best practice with regards to human rights. The functions and powers are outlined below:

1.2.1 Functions

- a. Deal with all matters relating to the promotion and protection of human rights guaranteed by the Constitution of the Federal Republic of Nigeria, the United Nations Charter, the Universal Declaration on Human Rights, the International Covenant on Civil and Political Rights, the International Convention on Economic, Social and Cultural Rights, the International Convention on the Elimination of all forms of Racial Discrimination, the Convention on the Elimination of all forms of Discrimination Against Women, the Convention on the Rights of the Child, the African Charter on Human and Peoples' Rights and other international and regional instruments to which Nigeria is a party;
- b. Monitor and investigate all alleged cases of human rights violations in Nigeria and make appropriate recommendations to the Government for prosecution and such other actions as it may deem expedient in each circumstance;
- c. Assist victims of human rights violations and seek appropriate redress and remedies on their behalf;
- d. Undertake studies on all matters pertaining to human rights and assist the Federal, State and Local Governments where it considers it appropriate to do so in the formulation of appropriate policies on the guarantee of human rights;
- e. Publish and submit from time to time to the President, National Assembly, Judiciary, State and Local Governments, reports on the state of human rights promotion and protection in Nigeria;
- f. Organize local and international seminars, conferences and workshops on human rights issues for public enlightenment;
- g. Liaise and cooperate in such manner as it considers appropriate, with local and international organizations on human rights with the purpose of advancing the promotion and protection of human rights;
- h. Participate in such manner as it considers appropriate in all international activities relating to the promotion and protection of human rights;
- i. Maintain a library, collect data and disseminate information and materials on human rights generally;
- j. Receive and investigate complaints concerning violations of human rights and make appropriate determination as may be deemed necessary in each circumstance;
- k. Examine any existing legislation, administrative provisions and proposed bills or bye laws for the purpose of ascertaining whether such enactments or proposed bills or bye laws are consistent with human rights norms;
- l. Prepare and publish in such manner that the Commission considers appropriate, guidelines for the avoidance of acts or practices with respect to the functions and powers of the Commission under this Act;



- m. Promote an understanding of public discussions of human rights issues in Nigeria;
- n. Undertake research and educational programmes and such other programmes for promoting and protecting human rights and co-ordinate any such program on behalf of the Federal, State and Local Governments on its own initiative or when so requested by the Federal, State and Local Governments and report concerning the enactment of legislation on matters relating to human rights;
- o. On its own initiative or when requested by the Federal, State and Local Governments, report on actions that should be taken by the Federal, State and Local Governments to comply with the provisions of any relevant international human rights instruments;
- p. Refer any matter of human rights violation requiring prosecution to the Attorney- General of the Federation or of State, as the case may be;
- q. Where it considers it appropriate to do so, act as a conciliator between parties to a complaint;
- r. Where it considers it appropriate, with leave of the court hearing the proceedings and subject to any condition imposed by the court, intervene in any proceeding that involves human rights issues; and
- s. Carry out all such other functions as are necessary or expedient for the performance of its functions under the Act.

1.2.2 Powers

- a. Conduct investigations and inquiries it considers appropriate;
- b. Institute any civil action on matters it deems fit in relation to the exercise of any of its functions under this Act;
- c. Appoint any person whether or not such person is in the public service to act as an interpreter in any such matter brought before it and to translate any such book, paper or writing produced to it;
- d. Visit prisons, police cells and other places of detention in order to ascertain the conditions thereof and make recommendations to the appropriate authorities;
- e. Make determination as to the damages or compensation payable in relation to any violation of human rights where it deems it necessary in the circumstances of the case;
- f. Co-operate with and consult with such other agencies and organizations, governmental and non-governmental as it may deem appropriate; and
- g. Do such other things that are incidental, necessary, conducive or expedient for the performance of its functions under the Act.

The Commission fulfils its functions and exercises its powers through various means that include recommending appropriate changes to Nigerian laws, policies and practices, education, training, guidance, awareness campaigns, research and publications.

1.3 The Structure of the Commission

The Commission has a 16-member Governing Council headed by the Chairman who is appointed by the President, subject to confirmation by the Senate. Membership of the Council is drawn from a diverse field of legal professionals, organized labour, Non-Governmental Organizations (NGOs) in the field of human rights, the Media and Ministries of Justice, Foreign Affairs and Interior.

The Executive Secretary is the Secretary to the Council and in charge of the day-to-day running of the Commission as the Chief Executive Officer. He/She is also appointed by the President, subject to the



confirmation of the Senate. The Council is responsible for policy formulation and is expected to hold its statutory meetings monthly or quarterly, as permitted by funds. Members of the Council other than the Executive Secretary hold office for a renewable term of 4 years on a part-time basis. The Executive Secretary has a 5 year renewable term.

The Commission has its headquarters in Abuja and offices in 24 States of the Federation including the six zonal offices (one for each geo-political zone). It also has a metropolitan office within the Federal Capital Territory (FCT), Abuja. It has a staff strength of over six hundred.

The Commission is made up of the following Department and Units:

- i. Office of the Executive Secretary
- ii. Legal Services and Enforcement
- iii. Human Rights Institute
- iv. Women, Children and Vulnerable Groups
- v. Economic, Social and Cultural Rights
- vi. Civil and Political Rights
- vii. Human Rights Education and Promotion
- viii. Corporate Affairs and External Linkages
- ix. Planning, Statistics and Documentation
- x. Finance and Accounts
- xi. Human Resources Management
- xii. Human Rights Monitoring
- xiii. Procurement
- xiv. Internal Audit
- xv. Council Secretariat
- xvi. Information and Communication Technology
- xvii. Special Duties

1.4 The Commission's work to date

Since the Commission was established in 1995, its work has spanned:

- Engaging the legislature (National and State) and the Nigerian Government on human rights issues in law and policy;
- Promotion and protection of human and peoples' rights as guaranteed under Nigeria's domestic laws and various international protocols and agreements;
- Legislative advocacy that give effect to the rights and freedoms of all Nigerians;
- Monitoring the implementation of international human rights treaties in Nigeria and submitting findings and recommendations to the appropriate bodies;
- Supporting government institutions and private organisations to adopt human-rights based approach in the discharge of their mandates;
- Raising awareness through various outlets and outreach programmes on human rights issues in collaboration with partners such as CSOs;
- Undertaking research into various aspects of human rights and how they relate to the Nigerian people in order to identify gaps and possible areas of intervention; and
- Developing Information Education and Communication (IEC) materials for the public as a means of raising awareness and improving understanding of human rights issues.

1.5 Developing the Strategic Plan

This Strategic Plan outlines the priorities of the Commission and proposes how to fulfil its general mandate of promoting, protecting and enforcing human rights in Nigeria. It equally defines the



direction and focus of the work of the Commission in ensuring single-mindedness and promoting transparency and accountability. The Plan runs from 2019 to 2022. It will be complemented and reinforced by a series of annual work and operational plans.

To develop this Plan, the Commission held several consultations in different parts of the country. The Commission also undertook a comprehensive review of the data available about the progress made on human rights in Nigeria since 1995. This analysis and the general review of the political and social contexts inform the priorities set out in this Strategic Plan.

1.6 Policy Thrust and Strategic Priorities

The Policy thrusts and strategic priorities of the NHRC-SP 2019 – 2022 are underpinned by the linkages between the Thematic Areas of Focus of the Commission and the Sustainable Development Goals (SDGs) on the one hand, and the Economic Recovery and Growth Plan of the Federal Government (ERGP) on the other, as well as the environment within which the Commission operates. This followed in-depth internal and external analyses.

1.7 Thematic Areas of Focus

The Commission has 18 thematic areas of focus which drive its strategies and operations. These are:

- Children
- Corruption, Election and Good Governance
- Education
- Environment, Niger-Delta and Development
- Food and Shelter
- Freedom of Expression and Media
- Freedom of Peaceful Assembly, Association, Religion and Belief
- Health
- Internally Displaced Persons, Refugees, Migrant and Asylum Seekers
- Business and Human Rights
- Independence of the Judiciary and Access to Justice
- Labour
- Law Reform and Law Review
- Rights of Persons with Disabilities
- Prison, Police and Other Detention Centres and Regulatory Agencies
- Torture and Extra-Judicial Execution
- Terrorism and other related Violence
- Women & Gender Related Matters

1.8 Linkages between the Thematic Areas of Focus and the Sustainable Development Goals (SDGs)

Nigeria has a lot of positive indices that make the country strategic and also attractive: largest black population in the world; most populous nation in Africa; largest market in Africa; largest economy in Africa; home to Africa's richest man; etc. However, negative indices also give cause for concern: high rate of poverty; high maternal and child mortality rates; high level of unemployment; poor infrastructural development; environmental degradation; widespread insecurity; violence and insurgency; etc. These challenges are by no means peculiar to Nigeria as they traverse all climes, continents and countries, albeit in varying degrees.



In an attempt to address these global challenges, world leaders agreed and signed on to new global targets called the **Sustainable Development Goals (SDGs)**, the strategic focus of which is hinged on human rights, equality and justice. The SDGs seek to realise the human rights of all and create long term solutions that give the peoples of the world a good quality of life through economic growth, social inclusion, human capital development, poverty eradication, peace and a protected environment.

The SDGs are inter-related, however, specific mention must be made of the following goals because of their direct bearing on human rights and linkage to the thematic areas of focus of the Commission:

SDG	Related Human Rights ¹
<p>Goal 1: End poverty in all its forms everywhere</p> <p>Goal 2: Zero Hunger</p>	<ul style="list-style-type: none"> • Right to an adequate standard of living [UDHR art. 25; ICESCR art. 11; CRC art. 27] • Right to social security [UDHR art. 22; ICESCR art. 9; CRPD art. 28; CRC art. 26] <ul style="list-style-type: none"> • Equal rights of women in economic life [CEDAW arts. 11, 13, 14(2)(g), 15(2), 16(1)] • Right to adequate food [UDHR art. 25; ICESCR art. 11; CRC art. 24(2)(c)] <ul style="list-style-type: none"> • International cooperation, including ensuring equitable distribution of world food supplies [UDHR art. 28; ICESCR arts. 2(1), 11(2)]
<p>Goal 3: Ensure healthy lives and promote well-being for all at all ages</p>	<ul style="list-style-type: none"> • Right to life [UDHR art. 3; ICCPR art. 6], particularly of women [CEDAW art. 12] and children [CRC art. 6] • Right to health [UDHR art. 25; ICESCR art. 12], particularly of women [CEDAW art. 12]; and children [CRC art.24] • Special protection for mothers and children [ICESCR art.10] • Right to enjoy the benefits of scientific progress and its application [UDHR art. 27; ICESCR art. 15(1)(b)] • International cooperation [UDHR art. 28, DRtD arts. 3-4], particularly in relation to the right to health and children’s rights [ICESCR art. 2(1); CRC art. 4]
<p>Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<ul style="list-style-type: none"> • Right to education [UDHR art. 26; ICESCR art. 13], particularly in relation to children [CRC arts. 28, 29]; persons with disabilities [CRC art. 23(3), CRPD art. 24]; and indigenous peoples [UNDRIP art. 14] • Equal rights of women and girls in the field of education [CEDAW art. 10] • Right to work, including technical and vocational training [ICESCR art. 6] • International cooperation [UDHR art. 28; DRtD arts. 3-4], particularly in relation to children [CRC arts. 23(4), 28(3)], persons with disabilities [CRPD art. 32], and indigenous peoples [UNDRIP art. 39]
<p>Goal 5: Achieve gender equality and empower all women and girls</p>	<ul style="list-style-type: none"> • Elimination of all forms of discrimination against women [CEDAW arts. 1-5] and girls [CRC art. 2], particularly in legislation, political and public life (art. 7), economic and social life (arts. 11, 13), and family relations (art.16)] • Right to decide the number and spacing of children[CEDAW arts. 12, 16(1)(e); CRC art. 24(2)(f)] • Special protection for mothers and children [ICESCR art. 10] • Elimination of violence against women and girls[CEDAW arts. 1-6; DEVAW arts. 1-4; CRC arts. 24(3), 35] • Right to just and favourable conditions of work [ICESCR art. 7; CEDAW art. 11]

¹Office of the High Commissioner, United Nations Human Rights, https://www.ohchr.org/Documents/Issues/MDGs/Post2015/SDG_HR_Table.pdf, accessed 23/11/208



Goal 6: Ensure availability and sustainable management of water and sanitation for all	<ul style="list-style-type: none">• Right to safe drinking water and sanitation [ICESCR art. 11]• Right to health [UDHR art. 25; ICESCR art. 12]• Equal access to water and sanitation for rural women [CEDAW art. 14(2)(h)]
Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none">• Right to work and to just and favourable conditions of work [UDHR art. 23; ICESCR arts. 6, 7, 10; CRPD art. 27; ILO Core Labour Conventions and ILO Declaration on Fundamental Principles and Rights at Work]• Prohibition of slavery, forced labour, and trafficking of persons [UDHR art. 4; ICCPR art. 8; CEDAW art. 6; CRC arts. 34-36]• Equal rights of women in relation to employment [CEDAW art. 11; ILO Conventions No. 100 and No. 111]• Prohibition of child labour [CRC art. 32; ILO Convention No. 182]• Equal labour rights of migrant workers [CMW art. 25]
Goal 10: Reduce inequality within and among countries	<ul style="list-style-type: none">• Right to equality and non-discrimination [UDHR art. 2; ICESCR art. 2(2); ICCPR arts. 2(1), 26; CERD art. 2(2); CEDAW art. 2; CRC art. 2; CRPD art. 5; CMW art. 7; DRtD art. 8(1)]• Right to participate in public affairs [UDHR art. 21; ICCPR art. 25; CEDAW art. 7; ICERD art. 5; CRPD art. 29; DRtD art. 8(2)]• Right to social security [UDHR art. 22; ICESCR arts. 9-10; CRPD art. 28]• Promotion of conditions for international migration [CMW art. 64]• Right of migrants to transfer their earnings and savings [CMW art. 47(1)]
Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	<ul style="list-style-type: none">• Right to life, liberty and security of the person [UDHR art. 3; ICCPR arts. 6(1), 9(1); ICPEd art. 1] including freedom from torture [UDHR art. 5; ICCPR art. 7; CAT art. 2; CRC art. 37(a)]• Protection of children from all forms of violence, abuse or exploitation [CRC arts. 19, 37(a)], including trafficking (CRC arts. 34-36; CRC-OP1)• Right to access to justice and due process [UDHR arts. 8, 10; ICCPR arts. 2(3), 14-15; CEDAW art. 2(c)]• Right to legal personality [UDHR art. 6; ICCPR art. 16; CRPD art. 12]• Right to participate in public affairs [UDHR art. 21; ICCPR art. 25]• Right to access to information [UDHR art. 19; ICCPR art. 19(1)]
Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development	<ul style="list-style-type: none">• Right of all peoples to self-determination [ICCPR, ICESCR art. 1(1); DRtD art. 1(1)]• Right of all peoples to development, & international cooperation [UDHR art. 28; ICESCR art. 2(1); CRC art. 4; CRPD art. 32(1); DRtD arts. 3-5]• Right of everyone to enjoy the benefits of scientific progress and its application, including international cooperation in the scientific field [UDHR art. 27(1); ICESCR art. 15(1)]• Right to privacy [UDHR art. 12; ICCPR art. 17], including respect for human rights and ethical principles in the collection and use of statistics [CRPD art. 31(1)]

The SDGs inspire a holistic approach to sustainability challenges of today. This can be achieved through developing relevant partnerships and taking necessary actions. The National Human Rights Commission, as the apex national institution for the promotion, protection and enforcement of the rights of citizens and residents of Nigeria, has the responsibility of ensuring that the laudable goals are realized within the Nigerian context. To accomplish this, the Commission must:

- Develop well-structured human rights education, advocacy and sensitization programmes;



- Coordinate and monitor government and all stakeholders' delivery mechanisms and intervention geared towards national ownership in the attainment of the SDGs;
- Form and develop strategic partnerships towards ensuring the realization of the SDGs;
- Share knowledge and skills on effective ways of addressing sustainable development challenges; and
- Initiate, develop and promote research into new and emerging international best practices with a view to advising government at all levels and other stakeholders.

Accordingly, the **SDGs (Agenda 2030)** form part of the policy framework of the NHRC SP 2019 – 2022.

1.9 The Economic Recovery and Growth Plan of the Federal Government (ERGP) and Service Delivery in the National Human Rights Commission

Nigeria's strong fundamentals – natural resources, large market, and young population – make it an attractive destination for private sector investment. However, Nigeria is considered a challenging place to do business because of the difficulties in accessing finance, inefficient bureaucracy, ambiguous and inconsistent regulations, tax disincentives, corruption and poor infrastructure.

The Economic Recovery and Growth Plan (ERGP) is a Medium-Term Plan for 2017 – 2020, developed for the purpose of restoring economic growth while leveraging the ingenuity and resilience of the Nigerian people.

ERGP was articulated with the understanding of the role of government as a force for eliminating the bottlenecks that impede innovation and market-based solutions. The Plan recognizes the need to leverage Science, Technology and Innovation (STI) and build a knowledge-based economy. ERGP is innovative towards changing the relationship between the public and private sectors, based on close partnership. It is meant to improve governance by entrenching transparency and fighting corruption; reinforcing security; reforming the public service; and strengthening coordination with sub-national governments.

In line with the principles of ERGP, National Human Rights Commission leverages its budget and planning functions to create a better and stronger link between annual budgets and office activities. This synergy facilitates budget preparation process and expedites its implementation thereby ensuring that budgets are properly aligned with planning thus promoting effective and efficient budget implementation. The Commission will leverage the power of the private sector by partnering with related Non-governmental and Civil Society Organizations in the protection and promotion of human rights in Nigeria.

The Commission prioritizes ERGP's principle of investing in the people through 'increasing social inclusion' and 'human capital development'. The plan is to ensure regular capacity building of staff to enable them discharge their duties effectively. The Commission, through the Human Rights Institute (HRI) plans to train stakeholders on human rights and related issues to invigorate its synergy with the private sector and other stakeholders and ensure increased sensitization and protection of the right of everybody in Nigeria in a manner that leaves no one behind.

The Commission's core values are rooted in things that define the Nigerian society as enshrined in the 1999 Constitution, notably discipline, integrity, dignity of labour, social justice, religious tolerance, self-reliance and patriotism.



In consonance with ERGP's regulatory requirements, the Commission will accord premium to modalities that enables its staff to be effective and efficient in the discharge of their duties towards achieving its mandate. Consequently, the following Service Culture was adopted: services must be transparent, processing of complaints must be time bound and engagements with all stakeholders must be friendly.

The Commission is equally in alignment with the ERGP FOCUS LAB strategies for 'quick fast result' towards realizing targets in its relationship with complainants, while the 'Making the Most' (MTM) approach is usually adopted as a cardinal principle.

NHRC plans to streamline its operations in compliance to the Executive Orders of 2017 as they relate to service oriented agencies especially Order 1 on Ease of Doing Business. We will ensure timely submission of our Budget Estimates to the relevant authorities (Order 2). The Executive order on Local Content is strictly adhered to in our procurements and contract engagements (Order 3).

Thus, National Human Rights Commission will, by this strategic plan, strive to live up to expectations within the directives and regulations of the Government of Federal Republic of Nigeria.



CHAPTER TWO

SITUATIONAL ANALYSIS

2.0 Introduction

The Office of the UN High Commissioner for Human Rights in collaboration with the Network of African National Human Rights Institutions (NANHRI) commissioned a Gap Analysis aimed at identifying strengths, weaknesses and challenges facing the Commission and recommending steps to enhance the capacity of the Commission. The Gap Analysis was discussed at an international key stakeholders meeting in 2010 which among other things, advocated for the quick passage of the NHRC Amendment Bill leading to the NHRC (Amendment) Act, 2010.

It is nearly a decade since the Gap Analysis and the coming into force of the Amendment Act. We live in a fast-changing world of computers, Information and Communication Technology and innovations in almost every aspect of human endeavour. Accordingly, it was imperative for the Commission to critically review and analyse its operations taking into cognizance **Political, Economic, Socio-cultural, Technological, Legal, and Environmental** factors that affect the optimal delivery of its mandate, the achievement of its vision and the attainment of its mission. This was done using PESTLE, after which a **SWOT** analysis was carried out for the **Strengths, Weaknesses, Opportunities and Threats** that affect service delivery.

2.1 PESTLE Analysis

PESTLE Analysis is an analytical tool for strategic business planning. It is a strategic framework for understanding external influences on a business/ organization. The Commission is desirous of using its understanding of these factors to develop strategies for a result-based service delivery.

2.2 POLITICAL FACTORS

Key political factors that may affect the operations of the Commission are:

- ❖ Government Policies
- ❖ Activities of Political Parties
- ❖ Conduct of Elections
- ❖ International Perception
- ❖ Disposition of the Legislature
- ❖ Appointments
- ❖ Impunity

2.2.1 Government Policies

Protection, promotion and enforcement of rights as cardinal duties of the Commission are done better in a rancour-free environment. Governmental policies on tax, education, health, land, transportation etc. affect the quality of life of citizens and have direct effects on the enjoyment of human rights.

2.2.2 Activities of Political Parties

Political parties are major players in the democratic setup and their manifestoes determine to a greater extent how people are governed. Their election campaign and other electioneering activities also affect the political climate and consequently human rights.



2.2.3 Conduct of Elections

Elective positions must be contested, for winners to emerge. The way and manner elections are conducted has a large impact on the political environment. Records have shown that in the past, elections in Nigeria have been characterised by violence and other criminal acts which have impacted negatively on the credibility and outcome of the process. If elections are conducted in a way that is free and fair, it is more likely that the results will be uncontested and hence reduce the likelihood of conflict and violence. Violence-free elections enhance rights but an election characterised by violence is inimical to human rights.

2.2.4 International Perception

Protection, promotion and enforcement of rights globally has brought about development of Conventions, Treaties, Covenants and a host of other national and international instruments geared toward curbing rights violations. The Universal Periodic Review (UPR), carried out by the Human Rights Council, is to ensure that UN Member States fulfil their human rights obligations and improve the human rights situation in their countries. Nigeria strives to attain and maintain a good reputation by complying with international human rights standards.

2.2.5 Disposition of the Legislature

The Legislature as one of the important arms of government is saddled with the responsibilities of legislation, appropriation and oversight. The operation of the Commission can be further enhanced by ensuring that Bills passed by the Parliament comply with human rights norms and standards. Also, through legislative oversight, the legislature, through its relevant committees, can monitor compliance to human rights laws and standards and ensure accountability. Part of the oversight functions of the Legislature is the screening of prospective nominees into political office including the Commission's Council members.

2.2.6 Appointments

Government cannot operate in a vacuum. For effective running of government, appointments have to be carried out and preference should be placed on individuals that will promote human rights. Furthermore, those appointed should have sufficient knowledge of core human rights issues. The appointment of law enforcement agents and other officers of State that are directly involved in the running of government must place high premium on regards for human rights.

2.2.7 Impunity

State and non-state actors are among violators of rights. Lawlessness and disregard for human rights constitute an impediment to the enjoyment of fundamental human rights. In the same vein, non-compliance with laws is a risk to human rights.

2.3 ECONOMIC FACTORS

- Recession & Boom.
- Foreign Direct Investment (FDI)
- Fiscal Policies

2.3.1 Recession and Boom

During economic recessions, as experienced by Nigeria between the last quarter of 2014 and 2017, many businesses are forced to close down which in turn worsens the problem of high unemployment, low income and reduced purchasing power. The cost of living becomes very high with adverse implication to the quality of life of the populace. The economic, social and cultural rights of the people are thus affected. Prolonged economic recession results in depression with more damaging effects like abject poverty which further exposes people to risk of diseases, hazardous work and precarious living



conditions. Children die from preventable diseases, poor sanitation and lack of clean water. Poverty itself has a vicious circle and throws up other issues that impede the full realization of human rights.

Economic boom is a period of increased economic activities. This brings about increased job opportunities, high income and increase in purchasing power of the people which enhances the enjoyment of economic, social and cultural rights (ESCR).

2.3.2 Foreign Direct Investment (FDI)

Foreign Direct Investment is an equity flow into an economy. It benefits developing economies like Nigeria in the area of supplementing domestic investments, creating employment, transfer of technology and increased domestic economic activities. These in turn enhance the status of human rights of citizens. In the last few years FDI to Nigeria has been rapidly increased making it a leading destination of the total Foreign Direct Investments on the continent. As at 2017, the World Bank estimate net inflows of FDI to Nigeria to be \$3.5 Billion.

However, FDI can be of adverse effect on an economy in situations where it leads to crowding out domestic investors, thereby damping domestic activities which invariably reduce the ability of the people to enjoy economic and social rights.

2.3.3 Fiscal Policies

Fiscal Policies like taxation and interest rates affect the economy and consequently the standard of living. They are used by government to generate funds to finance budgets for provision of social amenities, infrastructures and cost of governance. Fiscal Policies can also be used to stimulate economic growth and redistribute wealth thereby reducing poverty and inequality. Effective and equitable fiscal policies contribute to the realization of human rights for all. In Nigeria, the relationship between fiscal policy and human rights has, for a long time, been at the margin and hence the need to bring it to the centre. Evidence suggests that regressive and discriminatory fiscal policies can inhibit the capacity of the country to generate resources to guarantee human rights. Given the recent slowdown in economic growth in Nigeria, human rights oversight of fiscal policy becomes imperative to prevent the adoption of regressive measures that can further threaten human rights of citizens.

2.4 SOCIAL FACTORS

- Social Conflicts
- Demography
- Cultural/Religious practices
- Education
- Health care
- Social security
- Safety and security

2.4.1 Social Conflicts

Social conflicts sometimes degenerate into humanitarian crises such as displacement/loss of shelter, loss of means of livelihood, leading to human rights challenges. They are widespread in Nigeria as a result of the attrition between the young and the older generation, among other things. They manifest in cultism and youth gangsterism resulting in collateral damages with human rights and humanitarian implications.



2.4.2 Demography

The constant rural-urban migration in search of white collar jobs has overstretched facilities in some cities and created slums with living conditions that impact negatively on the quality of life. In addition to this, the movement of internally displaced persons, refugees, returnees, amongst others have affected the demography of some States in the country, and created urban and economic planning problems. These persons are also confined in camps where they might be subjected to deprivations and human rights abuses, due to their vulnerability.

2.4.3 Cultural /Religious practices

Nigeria is steeped in cultural and traditional practices which throw up human rights questions such as tribal marks, child witch branding, caste systems, child marriage, barring girl child from inheritance, maltreatment of widows, etc. In addition, bigotry, extremism and wrong application of religious doctrines pose serious human rights challenges.

2.4.4 Education

Education is a right to which all human beings are entitled. The right to education includes access to quality schools and full development of the human person. It is the role of the government and the Commission to ensure that this right is respected. Education is also a veritable tool for instilling an enduring culture of awareness and respect for human rights, thereby preventing abuses.

2.4.5 Health Care

Right to Health is internationally recognized as a fundamental human right. Issues of healthcare do not only address the absence of disease but the holistic well-being of an individual. It is the duty of Government to ensure the affordability and accessibility of qualitative health care to all its citizens.

2.4.6 Social Security

The right to social security ensures that everyone, regardless of age or ability to work is guaranteed the means necessary to procure basic needs and services. The link between poverty and human rights needs to be emphasized when developing strategies for assessing the provision of social security. The Commission as a custodian of the rights of Nigerians contributes to the strengthening of national and international political commitment to integrate human rights into social development policies with a view to bringing up immediate measures to protect the rights of the poor and the disadvantaged.

2.4.7 Safety and Security

The notion of security and safety cannot be seen as separate from the notion of human rights. The right to security and safety is the obligation of the State and it is incumbent on the Commission to see to it that these rights are duly respected and protected by government at all levels.

2.5 TECHNOLOGICAL FACTORS

- Infrastructure
- Innovations

2.5.1 Infrastructure

Development Economics recognizes the prime position of infrastructure in bringing about growth and development. Infrastructure such as roads, rails, water works, electricity installations, affordable housing, etc. are crucial to industrialization and growth, the attainment of a good standard of living. Also, adequate and efficient infrastructure can have positive impact on job and wealth creation, improving global competitiveness, increase foreign and domestic investment, as well as enhance citizens' overall quality of life. Presently the greatest drag on Nigeria's economic growth is the country's substantive deficit in basic physical infrastructure, which also severely compromises human



development. Nigeria's ERGP 2017-2020 highlights 'deplorable infrastructure' as one of the main factors that 'seriously undermined' economic performance in the past.

The Commission as the national institution for the promotion, protection and enforcement of human rights is concerned about not just life, but the quality of life. Accordingly, it is within the purview of the Commission to advocate and campaign for the development of infrastructure by government at all levels to give the people good quality of life.

2.5.2 Innovations

Technological innovations in all fields highlight an avalanche of human rights considerations, as every discovery has pros and cons. Examples are:

- **Information and Communication Technology (ICT):** The advent of the internet and smart phones has greatly revolutionised information and communication processes. Modern ICT equipment and media are veritable tools for propagating human rights messages and for reporting abuses.

However, there are issues when people's accounts and privacy could be compromised. Some governments or entities hack into private accounts, while the social media is being used by unscrupulous elements for cyber bullying, fraud and misinformation.

In the face of these concerns, the ICT revolution has human rights implications which the Commission interrogates through advocacy, creation of awareness and sensitization, on the rights of individuals to free expression, privacy, etc.

- **Artificial Intelligence (AI):** Artificial intelligence, automation and robotics have opened a whole new vista of opportunities. Considered from a human rights perspective, jobs that are hazardous to human lives could be assigned to robots to save human lives. The increasing use of robots and automated machines, however, could mean less people are employed, thereby increasing unemployment and poverty. The use of AI and machine learning in information gathering also means governments are better able to monitor people's lives, with the potential of privacy invasions and restriction of movements. This does not detract from the fact that circuit monitoring equipment also help reduce crimes through prevention and aiding the arrest of criminals.

The Commission needs to keep abreast of developments in this area and match them with proactive strategies for ensuring that the rights of the people are promoted, protected and enforced at all times.

- **Medical Science;** There are innovations in medical science such as genetic cloning and organ transplants which are ground-breaking and capable of giving people with certain medical conditions some new lease of life. New vaccines and drugs have added to the quality of life by preventing and providing treatment for hitherto incurable diseases.

The above notwithstanding, the poor and vulnerable have to be protected against abuses that are likely to arise in the application of these innovations in medicine. Organ harvesting for transplants is a case in point.

2.6 LEGAL FACTORS

- Law
- Treaties
- Legislature
- Independence of the Judiciary



2.6.1 Law

Effective laws control the conduct of the people and if conducts are properly and effectively regulated, human rights violations will be reduced. There are legislations that guide the work of the Commission in addition to its enabling Act. Chapters 2 and 4 of the 1999 Constitution of the Federal Republic of Nigeria (as amended) is pivotal to the work of the Commission. This is because both chapters provide for Civil and Political Rights (CPR) and Economic, Social and Cultural Rights (ESCR) which are the bedrock of the existence and activities of the Commission. The level of implementation of these and related laws determines the effectiveness of the Commission.

2.6.2 Treaties

Nigeria is a party to several international and regional human rights treaties. These treaties guide the operations of the Commission in the promotion, protection and enforcement of human rights as it has the mandate to assist Government to fulfil its treaty obligations.

2.6.3 The Legislature

The effectiveness or otherwise of the legislature determines the nature of laws and the strength of its oversight of the activities of the Executive and Judiciary, which invariable determines the state of governance in the country. An effective Legislature ensures effective governance which in turn brings about adequate delivery of dividends of governance that reflects in the wellbeing of the populace.

2.6.4 Independence of the Judiciary

The Judicial arm of government is constitutionally mandated to interpret laws. If the Judiciary is for any reason ineffective, the rights of the people will either be delayed or denied. This situation will adversely impact on the administration of justice and in turn affect the human rights situation in the country. Strong and independent Judiciary can guarantee the recognition and enforcement of the decisions of the Commission.

2.7 ENVIRONMENTAL FACTORS

The environment plays a major role in the actualisation of human rights and is in fact, integral to their full enjoyment by citizens. Without a healthy environment, the ability of the people to achieve their aspirations and live in dignity is severely encumbered. Some of the key environmental factors impacting or likely to impact human rights in Nigeria include the following:

- Air and Water Pollution
- Deforestation and Desertification
- Climate Change
- Open and Indiscriminate Grazing

2.7.1 Air and Water Pollution

Air pollution is the presence of high chemical and toxic level in the air which lowers the quality of air, drastically, affects the ozone layer and causes global warming. It is predominant in the Niger Delta Region of the South-South geo-political zone and is the major cause of respiratory and cardiovascular diseases as well as eye problems like cataract.

Water pollution is the contamination of water bodies as a result of human and industrial activities such as oil spill, industrial waste, oil exploration waste, open defecation and inappropriate disposal of human waste. It causes food poisoning, intestinal diseases, blood diseases as well as scarcity of sea food.

Air and water pollution affect people's rights to health, food and livelihood which violates people's right to life.



2.7.2 Deforestation and Desertification

Deforestation and Desertification lead to distortion of the ecosystem. It affects the natural habitat of man, plants and animals through loss of trees and vegetation. Deforestation and Desertification propel climate change, soil erosion and flooding which negatively affects the realisation of a safe environment. In Nigeria, aggressive large-scale deforestation and desertification aggravated by violent conflicts in the north-east and other regions of the country are causing multiple and severe human rights violations which negatively impact on the people in those areas.

2.7.3 Climate Change

Climate change is the major cause of extreme weather situations like flooding, acid rains, typhoon, earthquake, storms, land and mudslides, hurricane among others. It predisposes the populace to infectious diseases, increases health risk and has other adverse human rights impacts. Climate change is directly linked to human rights in that it affects and sometimes undermines important rights such as right to health, food, water, sanitation and housing among others.

2.7.4 Open and Indiscriminate Grazing

In recent times, the issue of open and indiscriminate grazing by nomadic herdsmen and the resultant conflicts has implications on human rights and sustainable development in Nigeria. These challenges lead to loss of lives, properties and livelihood which in turn infringe on the rights of the people.

2.8 SWOT ANALYSIS

2.8.1 STRENGTHS

- The NHRC Act
- Independence
- Staff strength
- Extra Judicial Powers
- Staff Commitment
- Strategic Location/Geographic spread
- Free Services
- Diversity of Professional qualifications and Tribe

2.8.1.1 The National Human Rights Commission Act

The Commission's enabling Act gives it broad mandate and extra judicial powers to deal with all matters relating to promotion, protection and enforcement of human rights as encapsulated in the Constitution of the Federal Republic of Nigeria (CFRN) 1999 as amended, the United Nations Charter, the Universal Declaration of Human Rights (UDHR), International Covenant on Civil and Political Rights (ICCPR), International Covenant on Economic, Social and Cultural Rights (ICESCR) as well as other regional and international human rights treaties to which Nigeria is a party.

2.8.1.2 Independence

The National Human Rights Commission (Amendment) Act 2010, which is in full compliance with the letters and spirit of the Paris Principles, provides for among others, independence in the conduct of the affairs of the Commission and its funds to be a direct charge on the Consolidated Revenue Fund of the Federation. It further provides for the establishment of the Human Rights Fund and enforcement of the awards and determinations of the Commission as those of the High Court, pursuant to an application to a Court of Law.

2.8.1.3 Thematic Areas of Focus

The Commission has 18 thematic areas of focus which gives it wide coverage of existing and emerging issues as well as consistent relevance. These are:

- Children
- Corruption, Election and Good Governance
- Education
- Environment, Niger-Delta and Development
- Food and Shelter
- Freedom of Expression and Media
- Freedom of Peaceful Assembly, Association, Religion and Belief
- Health
- Internally Displaced Persons, Refugees, Migrant and Asylum Seekers
- Business and Human Rights
- Independence of the Judiciary and Access to Justice
- Labour
- Law Reform and Law Review
- Rights of Persons with Disabilities
- Prison, Police and Other Detention Centres and Regulatory Agencies
- Torture and Extra-Judicial Execution
- Terrorism and other related Violence
- Women & Gender Related Matters

2.8.1.4 Working Methods and Document

The operations of the Commission are guided by rules and guidelines which have been articulated for proper handling and treatment of complaints into working documents such as Standing Orders and Rules of Procedure of the National Human Rights Commission (STORP) and Complaints Treatment Manual. The use of these documents ensures standardization and consistency as well as compliance with International best practice in the treatment of complaints.

2.8.1.5 Strategic Location

The Commission's headquarters is strategically located at Maitama, Abuja, Federal Capital Territory. In addition to six zonal offices, the Commission established offices in over 24 states, including an Abuja Metropolitan Office (AMO). These offices are clearly marked and located in places that are easily accessible to people.

2.8.1.6 Staffing

With a committed staff strength of over 650, the Commission is well positioned to offer its services to members of the public, free from any financial implication. It is instructive to note that in line with the Paris Principles that call for pluralism in the representation of social diversity and social groups within National Human Rights Institutions, representation on the council and staff of the commission is composed of members from diverse professional backgrounds and segments of the society, representing the diverse ethnic groups in the country. This has placed the Commission as a foremost institution that recognizes the tenets of social diversity thereby attending to peculiar needs of complainants that approach the Commission who may not be literate in English language.

2.8.2 WEAKNESSES

There are some factors that have made the achievement of the Commission's mandate difficult.



These include:

- Inability to implement some of the provisions of NHRC Act
- Inadequate staff
- Poor condition of service
- Geographical spread–Absence in some States
- Poor information sharing and uneven spread of official activities within the Commission
- Over reliance on government funding
- Inefficient utilization of Human Resources
- Poor staff capacity

2.8.2.1 Inability to Implement some of the Provisions of the NHRC Act

The Commission, being a national institution that is funded by the Government, is subject to the Federal Government's Public Service Rules and other bureaucratic regulations. There are some provisions of the Act that have not been implemented so far, such as the Human Rights Fund.

2.8.2.2 Inadequate Staff

The staff strength of the Commission as at December 2018 stood at 667, out of which about 270 are in the Headquarters and about 47 in the Abuja Metropolitan Office (AMO), making a total of about 317 in the Federal Capital Territory (FCT). Some field offices do not have enough staff for complaint treatment, thereby making the pressure of work sometimes overwhelming and affecting productivity.

2.8.2.3 Poor Conditions of Service

The Commission faces challenges in areas like poor remuneration, poor staff welfare and poor working environment. These affect staff morale and reduce productivity.

2.8.2.4 Geographical Spread (Absence in Some States)

The Commission is yet to achieve a hundred percent presence in the 36 States of the Federation. It currently has offices in 24 States including the Federal Capital Territory (FCT), in addition to the Headquarters. Furthermore, within the 24 States, the Commission's presence is limited to the State capitals, as it has no offices in the Local Government Areas (LGAs) and villages. This has narrowed the Commission's coverage and impact.

2.8.2.5 Poor Information Sharing and Uneven Spread of Official Activities within the Commission

The absence of adequate ICT infrastructure and good communication network creates a big gap between the Head office and Field offices in terms of information sharing. This has alienated the Field Offices in terms of policy and programme delivery, which ultimately affects the performance of the Commission as a whole.

2.8.2.6 Over Reliance on Government Funding and Political Interference

Over dependence on Government funding has affected the Commission. Government funding means the operations of the Commission are subject to the availability of funds provided by the government which is often not adequate. This also opens up the Commission to undue political interference. The Commission needs a steady flow of funds to enable it achieve its mandate effectively.

2.8.2.7 Ineffective Utilization of Human Resources

Due to the shortage of staff, the Commission sometimes has to deploy the resources at its disposal. Often, this means assigning staff to areas where they have limited specialisation resulting in a mismatch between qualification and job description, thereby affecting staff proficiency.



2.8.2.8 Poor Staff Capacity

Some of the Commission's staff do not have requisite skills and training to perform their duties effectively. This negatively affects service delivery.

2.8.3 OPPORTUNITIES

- International recognition
- Stable political environment
- Partnership with international organizations
- Partnership with security agencies
- Technical support from MDAs
- Access to all tiers of government
- Relevance of the commission
- Inclusion of human rights as a subject in school curriculum
- Information and Communication Technology
- Goodwill from the public
- Collaboration with the media

2.8.3.1 International Recognition

The Commission has been accredited with 'A' status by the Global Alliance of National Human Rights Institutions, having met the relevant criteria under the Paris Principles, among others. With this platform, the Commission can also contribute globally on issues that border on human rights and proffer solutions.

2.8.3.2 Stable Political Environment

Nigeria's political system has been relatively stable since democracy was restored in 1999. However, there have been instances of strife and conflict in different parts of the country but these have not resulted in widespread instability. Democracy promotes the rule of law and respect for human rights. The Commission can take advantage of the stable political environment in its work.

2.8.3.3 Partnership with International Organisations

The Commission enjoys partnership with a number of international organizations. This enriches its work in the promotion and protection of human rights.

2.8.3.4 Partnership with Security Agencies

The Commission enjoys a robust partnership with security agencies that deal with human rights issues in the discharge of their duties and are often at the receiving end of criticism of human rights violations. This enables the Commission dialogue with these agencies to prevent rights violations and ensure redress. These collaborations have led to the establishment of human right desks in most of the security agencies.

2.8.3.5 Technical Support from Stakeholders

The Commission partners with many stakeholders to promote and protect human rights in Nigeria. These stakeholders include Ministries, Departments & Agencies and Development Partners. This is in line with the Paris Principles which enjoins National Human Rights Institutions to liaise with local and international organisations in order to advance the promotion and protection of human rights. The Commission taps into their expertise in carrying out its functions.



2.8.3.5 Access to all Tiers of Government

Having unhindered access to the three tiers of government means that the Commission can effectively advocate and collaborate with all arms of government and carry out its function of monitoring their activities to ensure compliance with human rights norms as well as make recommendations for improvements where necessary.

2.8.3.6 Relevance to the Society

The National Human Rights Commission is relevant in the following ways:

- It serves as an extra-judicial mechanism for safeguarding the human rights of the populace. Its establishment is aimed at the creation of an enabling environment for the promotion, protection and enforcement of human rights at no cost to the public.
- It is saddled with the responsibility for building knowledge, skills, right attitude and behaviours that will help promote a culture of respect for human rights by citizens, governments and corporate institutions in Nigeria. Through this medium, people know how to imbibe the culture of respect for human rights thereby making the Commission relevant.
- It participates actively in international activities relating to the promotion and protection of human rights.

2.8.3.7 Partnership with the Media

The role of the media in the promotion, protection and enforcement of human rights is crucial. Accordingly, they are key partners through which the Commission sensitizes people about their rights and how to seek redress when rights are violated.

2.8.3.8 Inclusion of Human Rights in School Curriculum

Human rights is currently taught in primary and secondary schools as a topic in Civic Education. Children are by this, exposed to human rights issues early, thus helping to build a culture of respect for human rights.

2.8.3.9 Information and Communication Technology (ICT)

Information and Communication Technology is an important tool in the promotion and protection of human rights. It facilitates information sharing, networking, data collection and management.

2.8.3.10 Commendation and Goodwill from the Public

The Commission has received commendations from members of the public, especially in the area of complaints handling which has brought goodwill. In addition, members of staff of the Commission have been commended for their integrity and commitment to work. Members of the public are also impressed with the fact that the services of the Commission are at no cost to them.

2.8.4 THREATS

- Evolving thematic issues.
- Interagency rivalry.
- Inadequate synergy among Government Institutions.
- Activities of NGOs.
- Poor budgetary allocation.
- Harmful traditional /religious practices.
- Harsh political environment.
- Ethno-religious conflicts.



- Laxity in implementation and enforcement of Laws
- Bureaucratic bottlenecks.
- Lack of respect for the rule of law.
- Poor reportage on human right issues.
- Broadness of Human Rights issues covered.

2.8.4.1 Evolving thematic issues

The rise in cases of insurgency, terrorism and kidnapping in different parts of the country and the attendant destructions, killings and displacement of persons, has created human rights challenges which overstretch the Commission.

2.8.4.2 Interagency rivalry

The mandates of some Ministries, Departments and Agencies (MDAs) overlap with that of the Commission. This may lead to unhealthy competition and waste of resources.

2.8.4.3 Inadequate synergy among Government Institutions

Poor state of communication and lack of harmonious relationship among government institutions adversely impact on service delivery of the Commission.

2.8.4.4 Activities of NGOs

Synergy with Non-governmental organisations has been of immense benefit to the Commission. However, it is noted that some non-governmental human rights organisations which have names similar to that of the Commission, engage in activities that are unethical to the profession thereby portraying human rights activities in bad perspective.

2.8.4.5 Poor budgetary allocation

The Commission's inadequate budgetary allocation affects maximum efficiency in carrying out its mandate. Also, implementation of the Commission's activities is sometimes severely curtailed by delay in the release of funds.

2.8.4.6 Harmful traditional /religious practices

Nigeria is a country with diverse ethnic groups with differing traditional and religious practices. Some of these practices have been identified as harmful in accordance with international human rights standards. Over the years, harmful practices such as Female Genital Mutilation (FGM), early marriage, harmful widowhood practices, female disinheritance, allegations of witchcraft, ritual killings etc. in Nigeria have become acceptable cultural practices thus making them difficult to eliminate.

2.8.4.7 Harsh Political Environment

Although there have been successive democratic governments in Nigeria, the electoral process is usually vitiated with a lot of manipulations, violence and hate speeches. These acts invariably lead to violation of human rights.

2.8.4.8 Ethno-religious Conflicts

In recent times, Nigeria has witnessed increasing incidence of religious and ethnic conflicts. These have led to various shades of crises which have continued to threaten the realisation of human rights.



2.8.4.9 Laxity in implementation and enforcement of Laws

Laws and policies are regularly made in Nigeria but most of them are either not enforced at all or inadequately implemented. This poses multi-dimensional threats to the promotion and protection of human rights.

2.8.4.10 Negative Bureaucratic Practices

Negative tendencies such as red tape-ism, inefficiency and corruption in public businesses impact adversely on service delivery.

2.8.4.11 Lack of respect for the rule of law

Cases of disobedience to Court orders, misinterpretation of the Constitution and other laws, disregard for decisions of legally constituted Panels and Committees pose stumbling blocks to the delivery of human rights services.

2.8.4.12 Poor Reportage on Human Rights Issues

The media is a veritable instrument for sensitization and dissemination of human rights. Where a section of the media has a poor understanding of human rights issues, its reporting may not promote clear understanding of human rights.

2.8.4.13 Broadness of Human Rights issues covered by the Commission

The Commission's Act empowers it to handle all issues concerning human rights as provided for by the Constitution of the Federal Republic of Nigeria and international human rights instruments. The magnitude of this mandate overstretches the Commission in view of its lean budget especially in a country as large as Nigeria.

2.9 Needs Assessment

In the course of developing the NHRC SP 2019-2022, a Needs Assessment was carried out to identify issues that need to be addressed to enable the Commission discharge its mandate effectively:

- **Complaints Treatment Mechanism**– The Commission faces challenges in handling complaints which include the slow process of handling complaints due to the use of non-digital system, inadequate knowledge of staff on human rights issues, inadequate facilities for effective investigation and insufficient skills by staff in complaints management
- **Human Resource Management**– Low staff morale due to inadequate remuneration, poor staff performance appraisal and evaluation system, and non-coordinated approach to trainings and staff development
- **Organizational structure** – Departments and Units are not properly structured to effectively carry out their duties and functions
- **Information technology**– Weak IT infrastructure
- **Low visibility and accessibility to the Commission's services** due to the limited number of field offices; and
- **Insufficient office accommodation for staff**



CHAPTER THREE

STRATEGIC PRIORITIES

3.0 Introduction

Taking into perspective the environmental and situational analysis, and the various issues begging for humanitarian and human rights interventions, the Commission has conceived the following strategic priority programmes/projects to enable it deliver on its mandate, mission and vision for the period 2019 to 2022.

In this Strategic Plan, the Commission will sharpen its focus on promoting and protecting human rights in Nigeria and improving accountability particularly on the part of those with the responsibilities to implement human rights. At the core of this strategy is the promotion of a rights-based approach to the delivery of public services.

Achieving these stated objectives means effective utilization of the powers and resources available to the Commission, It also means being strategic in our use of research and data. It will involve strengthening existing capacities and building new ones within the Commission. Also, there will be a conscientious effort at improving accessibility and visibility to the Commission and its work among the public, especially in the areas not currently covered by the Commission. This effort will be supported by a more robust and functional internal and external communications network that links the Commission to its various outlets and the public. Furthermore, the Commission will focus on strengthening its Complaint Treatment Mechanisms (CTM) to ensure that problems are identified and resolved in a timely and cost-effective manner, improve human rights outcomes, promote accountability and identify systemic and recurring issues. The CTM will be accessible, expeditious and effective in resolving complaints through dialogue, fact-finding, negotiation and problem solving.

During the period of this Strategic Plan, the Commission will vigorously involve all stakeholders in human rights. It will continue to build and work through strategic partnerships, maximising the impact of our work and supporting others to take a rights-based approach to their work.

3.1 Priority Areas

The Commission's six Strategic Priorities for 2019-2022 are:

Strategic Objective 1: Skilled and Well Motivated Workforce

Strategic Objective 2: Improve Accessibility and Visibility of the Commission

Strategic Objective 3: Strengthen Human Rights Protection and Enforcement

Strategic Objective 4: Build a Strong Internal and External Communication Network

Strategic Objective 5: Improve Human Rights Monitoring and Research

Strategic Objective 6: Ensure Effective and Transparent Financial Management

Strategic Objective 1 is focussed on ensuring that the staff of the Commission are not only skilled but also well motivated to undertake the mandate of the Commission. It is targeted at recruiting the right personnel (through strategies such as head hunting), building staff capacity through training and re-



training and promoting staff welfare. All capacity development needs of staff will be taken into account including regular staff psychological evaluation and specialised training for relevant staff.

Strategic Objective 2 aims to improve accessibility to the Commission and visibility of its programmes. Under this component, the Commission will ensure accessibility to human rights educational materials in different formats and languages and develop a comprehensive communications strategy including all media (print, electronic, and social media) underpinned by a functional and interactive website. The Commission will also deepen the understanding of human rights to entrench a human rights culture, expand visibility of the Commission, raise awareness to enhance understanding of human rights and promote a human rights culture. The Commission will also undertake effective advocacy for adoption of rights-based positions and approaches. It will intensify human rights and people-based capacity building activities, and education and awareness raising efforts through outreach engagements at public and community levels to empower people to effectively realise their rights.

The second strand of this objective will be the Commission's focus on improving access by **vulnerable groups and minorities**. With regards to the former, the Commission will effectively defend them against denial and/or abuse of their rights and work towards reducing and eliminating the causes of such vulnerability. The Commission will also ensure capacity building of these groups to engender effective public participation. For the latter, the emphasis will be to guarantee the protection and promotion of rights of minorities, e.g. through the appropriate legislative framework. Some of the target groups will include women, children, refugees, IDPs, victims of family violence, returnees and persons with disabilities.

The complaints process is the most visible of the human rights system. **Strategic Objective 3** focuses on strengthening the Commission's Complaint Treatment Mechanisms to ensure better access to quality services and accountability. This is to ensure that the Complaint Treatment Mechanism is quick, accessible, not overly litigious and well administered, giving special consideration to vulnerable groups and minorities.

Strategic Objective 4 centres on building a Strong Internal and External Communication Network to ensure effective internal and external institutional communication. The use of technology will be emphasised in this process. The Commission will also emphasize the setting up of up-to-date databases on important aspects of its operations and stakeholders. The database/search engine will be an online system where stakeholders can easily access and search for information on human rights related issues.

The Strategic Objectives outlined above are built around the Commission's tripartite mandate of promoting, protecting and enforcing human rights. There is a specific focus on human rights **monitoring** and **enforceability** as provided for in the Commission's Amendment Act. **Human rights monitoring seeks** to gather information about the human rights situation around the country over time through readily available methods, with the goal of engaging in advocacy to address human rights violations. It also involves a process of documenting human rights violations and practices so that the information can be categorized, verified, and used effectively. This Strategic Plan is also dedicated to building on the **enforcement** function of the Commission by ensuring that human rights violations and abuses are handled in a standardised and systematic manner according to the laws provided, and also provides a means of ensuring accountability and redress for individuals whose rights have been abused.

It is important that public money is spent accountably and transparently. **Strategic Objective 6** seeks to ensure effective and transparent financial management. The Commission will set up proper financial management and accountability processes to guarantee that finances are managed well. This is

important given the aspirations of the Commission to operate in line with international best practices and promote partnership with international and local donor organisations.

3.2 Breakdown of Strategic Priorities

	<h4>Skilled and Well Motivated Workforce</h4>
	<ul style="list-style-type: none"> ▪ Specialized training, retraining and capacity building ▪ Strategic recruitment ▪ Appropriate placement, deployment and redeployment ▪ Improved conditions of service ▪ Effective performance management ▪ Strategic Recruitment of Minorities including PWD
	<h4>Improve Accessibility and Visibility of the Commission</h4>
	<ul style="list-style-type: none"> ▪ Establishment of offices in all the States of the Federation. ▪ Increased partnership with the media and civil society groups. ▪ Massive awareness creation and sensitization activities ▪ Establishment of NHRC Complaints collation centres at Local Government Secretariats all over the Federation
	<h4>Strengthen Human Rights Protection and Enforcement</h4>
	<ul style="list-style-type: none"> ▪ Automation of complaint treatment mechanism ▪ Ensure best practice in complaints handling ▪ Ensure timely treatment of complaints and record keeping ▪ Development and strengthening of enforcement processes ▪ Mainstreaming Victim support into complaint treatment processes ▪ Effective use of Public interest litigation ▪ Ensuring final determination, awards and recommendations in respect to all the complaints that come before the Commission. ▪ Ensuring compliance of determination, awards and recommendations.
	<h4>Build a strong internal and External Communication network</h4>
	<ul style="list-style-type: none"> ▪ Develop and implement a communication strategy. ▪ Implement a technology-driven communication process ▪ Upgrade of ICT equipment ▪ Capacity building ▪ Develop and Publish Human Rights IEC Materials ▪ Mainstream Human Rights into the Civil Procedure by developing a handbook for civil servants
	<h4>Improving human rights monitoring</h4>
	<ul style="list-style-type: none"> ▪ Develop effective monitoring tools ▪ Provision of logistics for monitoring and field work. ▪ Effective partnership with civil society groups and the media. ▪ Undertake Periodic Research on Key Human Rights Issues ▪ Research and publication of reports on key human rights issues in the country
	<h4>Ensure Effective and transparent financial & Procurement management</h4>
	<ul style="list-style-type: none"> ▪ Appropriate, realistic and inclusive budgeting ▪ Effective engagement with donor partners ▪ Effective financial control and reporting ▪ Transparent and efficient procurement process



In achieving the above stated strategic objectives, the Commission will develop annual work plans setting out programmes and activities for any given year with clearly spelt out targets and indicators. A monitoring and evaluation system has been built into the Strategic Plan. Monitoring is the systematic measurement and tracking of program activities and results. Monitoring refers to the ongoing assessment of the Commission's progress in implementation and in achieving its stated goals and objectives.



4.0 ROLES AND RESPONSIBILITIES

4.1 Governing Council

- Give directives on policy issues;
- Determination of conditions of service including salaries, pensions and gratuities of staff of the Commission from time to time;
- Approval of employment, promotion and discipline of directorate staff;
- Approval of the State of Human Rights Reports and Annual Reports;
- Take decisions on violations of human rights arising from complaints; and
- Make determination as to the damages or compensation payable in relation to any violation of human rights where it deems this necessary in the circumstances of the case.

4.2 Management

- Overseeing the implementation of the Commission's Strategic Plan;
- Establishing and maintaining a good corporate management framework in collaboration with the Council;
- Ensuring compliance with the NHRC Act, guidelines and other relevant government rules;
- Adherence to the provisions of the Financial Regulations;
- Strategic leadership;
- Risk management;
- Appointment, promotion and discipline of staff from levels 14 and below; and
- Day-to-day administration of the Commission.



5.0 Implementation Plan

Objectives	Baseline (2018)	Rationale	Indicator 2019	Indicator 2020	Indicator 2021	Indicator 2022	Activities	Observable Verifiable Indicators (OVIs)	Mode Of Verification (MOVs)	Risk Factor	Mitigation
Strategic Priority 1: Skilled and Well Motivated Workforce											
Obj. 1.1 Specialized training, retraining & capacity building	90% of staff have basic knowledge of human rights, but lack specialised skills in the following areas: Investigation skills Alternative Dispute Resolution (ADR) Mediation and Trauma Counselling Proposal Development Fund Mobilisation Report Writing M&E	To meet the professional needs of staff and position them for effective service delivery	Training of 50% of the workforce (taking into consideration gender balance) Specialised training and trauma counselling for 50% of core operations staff	Training of 50% of the workforce (taking into consideration gender balance) Specialised training and trauma counselling for 50% of core operations staff	Retraining of 50% of the workforce (taking into consideration gender balance) Re-training and trauma counselling for 50% of core operations staff	Retraining of 50% of the workforce (taking into consideration gender balance) Re-training and trauma counselling for 50% of core operations staff	Identification of training needs (needs assessment) Collaboration with training institutes and professional trainers Production of training manuals and guides Training of trainers Local and international trainings Strengthen/develop organisation support for staff Training arrangements with similar bodies and organisations Study visits/Exchange visits Coaching and mentoring	No. of trainings No. of staff trained No. of training manuals and guides developed Disaggregation of training participants by gender No. of study visits/exchange visits	Reports Training manuals and guides Records of attendance Media coverage M&E Reports	Delays in approval Insufficient funds	Revision of activities and intensified monitoring Increase in-house trainings



Objectives	Baseline (2018)	Rationale	Indicator 2019	Indicator 2020	Indicator 2021	Indicator 2022	Activities	Observable Verifiable Indicators (OVIs)	Mode Of Verifications (MOVs)	Risk Factor	Mitigation
Obj. 1.2 Strategic Recruitment	70% of state offices do not have adequate no. of investigation and legal officers The Commission has only Five PWDs out of a workforce of over 650	To fill relevant positions according to identified needs To adopt a rights-based approach in recruitment	50% of gaps identified in the needs assessment (base line) filled 60% of Staff needs in newly established state offices filled	70% of gaps identified in the base line as well as emerging needs filled 80% of Staff needs in newly established state offices filled	90% of gaps identified in the base line as well as emerging needs filled 100% of Staff needs in newly established state offices filled	100% of gaps identified in the base line as well as emerging needs filled	Capacity and institutional needs assessment Recruitment in line with capacity needs Head hunting of people with specialised skills and experience Continuous needs assessment Induction and training of new recruits	No. of staff recruited Disaggregation of staff recruited by gender Needs assessment No of PWDs recruited	Staff audit Recruitment reports	Difficulty in filling positions Political interference Government Policies on recruitment	Proactive recruitment policy Direct sourcing of talents Developing scheme of service peculiar to NHRC
Obj. 1.3 Appropriate placement, deployment and redeployment	Some State Offices have inadequate no. of Investigation/Legal Officers while others have more than required 90% of Planning, Research and Admin Officers in State Offices are redundant 40% of Staff with additional qualification are yet to be appropriately placed	To ensure that staff are placed according to their skills and qualifications To meet the professional needs of the various departments	100% of misaligned staff placed according to their skills and qualifications All identified capacity needs of field offices met through redeployment	100% of misaligned staff placed according to their skills and qualifications All identified capacity needs of field offices met through redeployment	100% of misaligned staff placed according to their skills and qualifications All identified capacity needs of field offices met through redeployment	100% of misaligned staff placed according to their skills and qualifications All identified capacity needs of field offices met through redeployment	Postings and redeployments Payment of displacement allowances Conversion of Planning, Research and Admin Officers in State Offices to Investigation Officers Appropriate placement or conversion of Staff with additional qualifications	No. of staff redeployed Amount of displacement allowances paid	Staff audit Reports Annual needs assessment	Lack of vacancy to accommodate additional qualification Political interference Inadequacy of funds for redeployed staff Insecurity in parts of the Country	Advocacy Create incentives for redeployed staff



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Objectives	Baseline (2018)	Rationale	Indicator 2019	Indicator 2020	Indicator 2021	Indicator 2022	Activities	Observable Verifiable Indicators (OVIs)	Mode Of Verifications (MOVs)	Risk Factor	Mitigation
Obj. 1.4 Improved condition of Service	85% of Staff complain of low remuneration and poor condition of service 70% of Staff complain of poor welfare packages and working environment especially in Field Offices	To motivate staff for efficient and effective service delivery	Draft condition of service Advocacy	Approved condition of service	Approved condition of service	Implement approved condition of service	Engage consultants to revise and improve condition of service Submit condition of service for validation and approval Improving basic facilities in national and state offices Setting up accountability mechanisms Advocacy and lobby	Draft condition of service Quality of Condition of Service developed Approved condition of service	Reports	Delay in review and approval	Buy-in of Board and advocacy
Obj. 1.5 Provision of Office Equipment	Inadequacy of the following office equipment: Photocopiers Desktop and Laptop computers File cabinets and Racks Fire Extinguishers Water Dispensers	To provide a conducive office environment for effective service delivery	Office furniture for headquarters and 6 field offices (zonal) Replace old and faulty air conditioners 25 photocopiers 30 file cabinets 20 water dispensers Fire extinguishers	Office furniture 14 field offices (zonal) Replace old and faulty air conditioners 25 photocopiers 15 file cabinets 20 water dispensers	Office furniture 6 field offices (zonal) Replace old and faulty air conditioners 10 photocopiers	Replace old and faulty air conditioners and office furniture Fire extinguishers	Procurement Installation Maintenance	No. of office items procured No. of installations No. & quality of maintenance No. of audits performed	Physical assessment Reports	Lack of funds	Advocacy and Partnership Piecemeal approach



NHRC SP 2019 - 2022

Objectives	Baseline (2018)	Rationale	Indicator 2019	Indicator 2020	Indicator 2021	Indicator 2022	Activities	Observable Verifiable Indicators (OVIs)	Mode Of Verifications (MOVs)	Risk Factor	Mitigation
Obj. 1.6 Effective Performance Management	Lack of clarity in staff and departmental duties and functions Absence of effective performance management system	To define the schedule and role of every staff and department in order to ensure that work targets are achieved	Schedule of duties for every department and staff Revised performance evaluation template Annual performance assessment	Annual performance assessment Updated schedule of duties for every department and staff	Annual performance assessment	Annual performance assessment	Develop and print performance evaluation forms Sensitize staff on performance evaluation Institutionalise bi-annual staff performance assessment Put in place rewards and sanctions for optimally and non-performing staff Carryout performance assessment of departments	No. of consultants engaged No. of performance evaluation forms produced Percentage increase in staff output and productivity No of staff rewarded/sanctioned	Reports	Resistance to change	Sensitisation and co-ownership in creating benchmarks for assessment



Objectives	Baseline (2018)	Rationale	Indicator 2019	Indicator 2020	Indicator 2021	Indicator 2022	Activities	Observable Verifiable Indicators (OVI)	Mode Of Verifications (MOVs)	Risk Factor	Mitigation
Strategic Objective 2: Improve Accessibility and Visibility of the Commission											
Obj. 2.1 Establishment of offices in all the States of the Federation	There are Field Offices in 24 out of the 36 States of the Federation 18 out of 24 Field Offices operate from rented properties	To ensure the accessibility of the Commission to the general public in line with the Paris Principles	Establishment of 6 additional offices	Establishment of 3 additional offices	Establishment of 3 additional offices	Acquisition of 5 permanent office buildings	Needs assessment of state offices Developing strategy for expansion Developing criteria for setting up offices Strengthen the Field offices Rent and equip offices Acquire and equip 5 permanent office buildings in the states Centralized location for ease of access	No. of new offices established No. of fully functional offices No. of permanent offices acquired % rate of expansion % increase of complaints received	Physical assessment Reports	Insufficient funds Unfavourable political climate	Prioritization and incremental approach Partnership building
Obj. 2.2 Establishment of NHRC Complaints Collation Centres in all LGAs of the Federation	No Complaints Collation Centres in any LGA High rate of human rights abuse at the grassroots Poor access to State Offices	To make the services of the Commission available at the grassroots in view of high incidence of human rights abuses	Establishment of Complaints Collation Centres in 194 LGAs	Establishment of Complaints Collation Centres in 193 LGAs	Establishment of Complaints Collation Centres in 193 LGAs	Establishment of Complaints Collation Centres in 193 LGAs	Advocacy to Association of Local Governments of Nigeria (ALGON) Advocacy to National Orientation Agency (NOA)	No of advocacy visits No of Complaint Collation Centres established	Reports for advocacy Physical assessment Staff disposition	Lack of sufficient funds & resources Political climate	Prioritization and incremental approach Advocacy



							Liaison with Local Government Authorities and NOA at LGAs Identification of office spaces in LGA Headquarters Deployment of Commission staff to LGA Complaint Collation Centres	No of staff deployed to the LGA Complaint Collation Centres			
Obj. 2.3 Increased partnership with the media & civil society groups	Poor publicity and awareness of the Commission's activities Low level of partnership with CSOs and CBOs.	To ensure increased awareness about the Commission up to the grassroots To improve the promotion of Human Rights at the grassroots	MOU with 2 electronic and 2 print media houses Bi-annual roundtable with the media and civil society groups 2 Human Rights trainings Frequent media chats	MOU with 2 electronic and 2 print media houses Bi-annual roundtable with the media and civil society groups 2 Human Rights trainings Frequent media chats	MOU with 2 electronic and 2 print media houses Bi-annual roundtable with the media and civil society groups 2 Human Rights trainings Frequent media chats	MOU with 2 electronic and 2 print media houses Bi-annual roundtable with the media and civil society groups 2 Human Rights trainings Frequent media chats	Mapping out of CSOs to include CBOs, FBOs and Regional Groups etc Developing an operational guide to working with CSOs Organize roundtables Visits Joint advocacy Capacity building (training, workshops, seminars, etc.) Media chats Develop outreach programmes Policy dialogue	No. of MOU signed No. of training manuals produced No. of trainings No. of media chats No. of meetings	Reports	Conflict of interest Insufficient fund	Sustained advocacy Prior assessment of partnerships



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Objectives	Baseline (2018)	Rationale	Indicator 2019	Indicator 2020	Indicator 2021	Indicator 2022	Activities	Observable Verifiable Indicators (OVIs)	Mode Of Verifications (MOVs)	Risk Factor	Mitigation
Obj. 2.4 Effective Engagement With Development Partners	Low level of engagement with development partners	To establish strong partnership with development partners for effective promotion and protection of human rights	Bi-annual roundtable with development partners Advocacy	Bi-annual roundtable with development partners Continuous advocacy	Bi-annual roundtable with development partners Continuous advocacy	Bi-annual roundtable with development partners Continuous advocacy	Meetings Consultations & Roundtables Visits MOUs Develop a Human Rights Assessment Scorecard for yearly assessment	No. of meetings No. of visits No. of proposals No. of MOUs	Reports	Conflict of interest Undue influence Unfair advantage to some CSOs	Sustained advocacy Prior assessment of partnerships
Obj. 2.5 Improve the knowledge of human rights and promote the broadening of the Study of Human Rights at all levels of education	Low knowledge of human rights at all levels of education Narrow perspective on human rights, based on the limited content of human rights in teachers training, primary and secondary school curriculum	To promote a culture of respect for human rights at all levels of learning	Advocacy 3 Roundtable with educational authorities Training manual 2 Trainings for teachers Monthly school sensitization in all states and Abuja Human Rights clubs in schools	Advocacy 2 Trainings for teachers Monthly school sensitization in all states and Abuja Human Rights clubs in schools	Advocacy 2 Trainings for teachers Monthly school sensitization in all states and Abuja Human Rights clubs in schools	Advocacy 2 Trainings for teachers Monthly school sensitization in all states and Abuja Human Rights clubs in schools	Developing selected human rights education and training materials Developing selected resource tools, such as Databases School outreach programmes Trainings Consultations Visits Develop sensitization kits	No. of trainings held No. of teachers trained No. of schools visited No. of sensitization kits No. of Human Rights clubs established Training manual	Reports Certificate to teachers Training manual	Resistance to change Resource constraint	Sustained advocacy Prioritization of actions Strategic Partnership



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							(including films & videos) Advocacy for the review of Civic education curriculum Engaging relevant stakeholders for their buy in of the review – NERDC	% number of women participants in each activity			
Obj. 2.6 Massive awareness creation and sensitization activities	80% of Nigerians lack proper understanding of human rights	To educate, sensitize and improve awareness on human rights.	6 town hall meetings (1 in every geo-political zone) Road Walks to mark human rights observances Sensitization visits to schools, markets, motor parks, etc. in all the states	6 town hall meetings (1 in every geo-political zone) Road Walks to mark human rights observances Sensitization visits to schools, markets, motor parks, etc. in all the states	6 town hall meetings (1 in every geo-political zone) Road Walks to mark human rights observances Sensitization visits to schools, markets, motor parks, etc. in all the states	6 town hall meetings (1 in every geo-political zone) Road Walks to mark human rights observances Sensitization visits to schools, markets, motor parks, etc. in all the states	Training activities for various stakeholders on human rights issues Development of educational resources for primary and secondary schools(in English and local languages) Develop policy and information briefs to advise the legislature and government agencies Monitoring and documenting status of human rights education in all states Mass awareness activities (town hall meetings, road	No. of town hall meetings No. of road walks No. of schools, markets and motor parks visited No of women and women groups involved No. of materials developed in local languages	Reports	Resource constraint	Prioritisation of efforts



							walks, etc.)(in English and local languages) Produce IEC materials (in English and local languages) Produce NHRC journal containing articles written by staff				
Obj. 2.7 Advance the inclusion and protection of vulnerable groups and minorities	PWDs are poorly represented in decision making processes No National legislation domesticating the Convention on the Rights of Persons with Disabilities (CRPD)	To strengthen and empower vulnerable groups and minorities. Mainstream human rights issues facing these groups Improve awareness of issues and problems of minorities & vulnerable groups	3 consultations and/or seminars & training with national decision makers and stakeholders with vulnerable groups and minorities Advocacy for the passage of Discrimination Against Persons with Disabilities (Prohibition) Act	3 consultations and/or seminars & training with national decision makers and stakeholders with vulnerable groups and minorities Advocacy for the implementation for the Discrimination Against Persons with Disabilities (Prohibition) Act and adoption by States	3 consultations and/or seminars & training with national decision makers and stakeholders with vulnerable groups and minorities Advocacy for the implementation for the Discrimination Against Persons with Disabilities (Prohibition) Act and adoption by States	3 consultations and/or seminars & training with national decision makers and stakeholders with vulnerable groups and minorities Advocacy for the implementation for the Discrimination Against Persons with Disabilities (Prohibition) Act and adoption by States	Policy analysis/research Consultations with stakeholders Advocacy documents Legislative frameworks developed Dissemination of Rapporteur Reports on vulnerable groups and minorities. Partnership activities with donor organisations School programmes for IDPs Advocacy and lobbying	No. of consultative meetings held % update of Recommendations by Special Rapporteurs % no. of actions and policies that reflect sensitivity to issues of vulnerable groups and minorities. No. of advocacy activities carried out. Enactment of Discrimination Against Persons with Disabilities (Prohibition) Act	Reports Legal frameworks Advocacy materials	Resource constraint Skills gaps Political will	Sustained advocacy Capacity building Effective stakeholder engagement



Objectives	Baseline (2018)	Rationale	Indicator 2019	Indicator 2020	Indicator 2021	Indicator 2022	Activities	Observable Verifiable Indicators (OVIs)	Mode Of Verification (MOVs)	Risk Factor	Mitigation
Obj. 2.8 Develop and implement a Tech-driven communication process & strategy	Insufficient knowledge in the use of ICT by Staff Low access to office computers/ laptops Absence of intranet and file/message sharing platforms within the Commission Absence of intercom/ telecom systems such as the Closed User Group (CUG) Network	To make use of modern technology to improve communication within and outside the Commission such as Radio and Television	Intranet services in the head quarters Networking of the head quarters Hardware 11 units of Server machines Microsoft server 2013 Microsoft SQL 2013 and Microsoft enterprise server applications 77 units of desktop computers 8 units of Ipad computers 26 units of laptop computers	Intercom in 6 field offices Intranet services in 6 field offices Hardware 9 units of Server machines Microsoft server 2013 Microsoft SQL 2013 and Microsoft enterprise server applications 36 units of desktop computers - 4 units of Ipad computers 18 units of laptop computers 9 printers and network accessories.	Intercom in 12 field offices Intranet services in 12 field offices Hardware 9 units of Server machines Microsoft server 2013 Microsoft SQL 2013 and Microsoft enterprise server applications 36 units of desktop computers 4 units of Ipad computers 18 units of laptop computers 9 printers and network accessories.	Intercom in 18 field offices Intranet services in 18 field offices Hardware 9 units of Server machines Microsoft server 2013 Microsoft SQL 2013 and Microsoft enterprise server applications 36 units of desktop computers 4 units of Ipad computers	Procurement Installations Training on ICT and computer appreciation Maintenance Consultancy Set up databases on HR Develop a communication strategy Start a monthly newsletter Development of radio and TV flagship programmes focusing on various thematic issues, Dissemination of human rights messages through bulk SMS	No. of hardware and software No. of trainings e-publications	Reports Physical assessment MOU with Relevant regulatory agencies or service providers	Insufficient funds	Prioritisation of efforts Strategic partnerships



			18 printers and network accessories. Inverter kits and batteries, air conditioned environment Internet subscription Toners, wireless cards, cables etc. Architectural and software configuration e-publications	Video conferencing kits Internet subscription	Video conferencing kits Internet subscription	18 units of laptop computers 9 printers and network accessories. Architectural and software configuration Video conferencing kits Internet subscription	Training on human rights reportage				
Strategic Objective 3: Strengthen Complaint Treatment Mechanisms											
Obj. 3.1 Ensure best practice in complaints handling, timely treatment of complaints and good record keeping	Absence of automated complaints treatment mechanism Only Two vehicles for investigation Four out of 24 Field Offices have One functional vehicle each	To build a robust complaint treatment mechanism for effective handling and treatment of complaints	Acquisition of facilities for automation of complaint treatment mechanism Training of 25% of Investigation Officers Purchase of 20 project vehicles and	Training of 40% of Investigation Officers Purchase of 20 project vehicles and 10 motorcycles for investigation and dispatch	Training/retraining of 60% of Investigation Officers Purchase of 10 project vehicles, 10 motorcycles and 1 speed boat	Training/retraining of 60% of Investigation Officers Purchase of 10 project vehicles, 10 motorcycles	Design/review the Commission's Complaint Treatment Mechanism Implement and operate the CTM Monitor, Report and Learn on the CTM Develop training manuals	No. of Officers trained Computerized complaint treatment system No. of project vehicles No. of motorcycles	Reports Physical assessment Performance evaluation with respect to complaints handling	Resource constraint	Engagement of consultants Internal capacity building Phased Deployment of resources



	None of the Field Offices has motorcycle for dispatch Low staff capacity in information and database management system Poor records management system		36 motorcycles for investigation and dispatch				Develop linkages with stakeholders Strengthening the Commission's CTM including trainings Develop a plan to continuously improve the CTM	No. of speed boats Reduction in time spent on individual complaints % level of synergy developed with stakeholders			
Strategic Objective 4: Build a Strong Internal and External Communication Network											
Obj. 4.1 Upgrade of ICT Equipment & Capacity Building	Insufficient ICT equipment Insufficient internet bandwidth subscription at the Headquarters Field Offices use service providers modem for internet connectivity Lack of basic knowledge in hard and software management	To have an effective and up-to-date ICT infrastructure for result based management	Hardware i. 5 Server machine ii. Desktop computers iii. Power backup inverters iv. Laptops v. Printers vi. Projectors vii. Cisco routers and switches viii. Rack ix. Tools box x. Ladder xi. Digital camera Training Internet band width	Networking of the head office and the zonal and state offices Internet band width subscription services Video conferencing infrastructure Maintenance of hardware and software	Hardware i. Desktop computers iii. Power backup inverters iv. laptops v. printers vi. projectors vii. Digital camera Internet band width subscription services Maintenance of hardware and software	Internet band width subscription services Maintenance of hardware and software	Conduct a requirements assessment Acquire, install/upgrade soft & hardware Maintenance of hardware and software Training/ retraining	No. and types of hardware and software No. of trainings Level of inter connectivity % rate of access to Internet services Internet speed	Physical assessment Reports	Resource constraints Sustainability	Strategic partnerships Continuous training & capacity development



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			subscription services Maintenance of hardware and software								
Obj. 4.2 Effective Engagement With the Legislature	Low level of engagement with the Legislative Arm especially at the State level Low awareness of Staff on legislative advocacy and law review processes	To ensure a seamless cooperation with the Legislature in the promotion and protection of human rights	Advocacy Three Meetings Visits Lobbying	Advocacy Three Meetings Visits Lobbying	Three Meetings Visits Lobbying	Three Meetings Visits Lobbying	Training of relevant of members and clerks of relevant committees on HR issues Legislative advocacy on HR legislations through committees Development of materials (such as information briefs) for use by legislators Joint activities with NASS and its agencies (NASC, NILDS, NABRO, etc.) Meetings and roundtables Lobbying Consultations	No. of meetings No. of visits Trainings conducted Bills & motions on human rights Compliance of laws with human rights standards Level of engagement with legislators.	Reports	Political Climate Lack of cooperation	Sustained advocacy



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Objectives	Baseline (2018)	Rationale	Indicator 2019	Indicator 2020	Indicator 2021	Indicator 2022	Activities	Observable Verifiable Indicators (OVIs)	Mode Of Verifications (MOVs)	Risk Factor	Mitigation
Obj. 4.3 Collaboration with Law Enforcement Agencies & Judiciary to Improve Human Rights Protection and Enforcement	Low collaboration between the Commission with the Judiciary and Law Enforcement Agencies Low awareness of the mandate and powers of the Commission by Law Enforcement Agencies and the Judiciary	To improve human rights protection and enforcement in line with the provisions of the NHRC Act	Capacity building of Council members and Legal Officers Advocacy 4 Meetings with the leadership of Law Enforcement agencies and Judiciary 2 Trainings for Law Enforcement agents and Judicial Officers	Capacity building of Council members and Legal Officers 4 Meetings with the leadership of Law Enforcement agencies and Judiciary 2 Trainings for Law Enforcement agents and Judicial Officers	Capacity building of Council members and Legal Officers 4 Meetings with the leadership of Law Enforcement agencies and Judiciary 2 Trainings for Law Enforcement agents and Judicial Officers	Capacity building of Council members and Legal Officers 4 Meetings with the leadership of Law Enforcement agencies and Judiciary 2 Trainings for Law Enforcement agents and Judicial Officers	Workshops Visits Meetings Consultancy Development of training manuals & training materials	No. of trainings No. of visits No. of meetings % no of women trained & involved in meetings No. of training manuals Consultants	Reports	Lack of cooperation Resource constraint	Sustained advocacy Strategic partnerships
Obj. 4.4 Publish human rights material (Print/Electronic)	Poor visibility of human rights resource materials (70% of materials published by the Commission are not uploaded on the website)	To make available human rights materials to the general public.		10 published materials	10 published materials	10 published materials	Research and develop human rights materials Obtain ISBN Publish materials	No. of materials published and disseminated	Website monitoring Reports Physical assessment	Resource constraints	Strategic partnerships



	Irregular publication of the Commission's Newsletters, Bulletins and Journals										
Strategic Objective 5: Improve Human Rights Monitoring											
Obj. 5.1 Develop Effective Monitoring and Research Tools and Provisions for Monitoring and Research	<p>Only 20% of the Commission's Monitoring and Research officers have been trained on basic human rights monitoring and research skills</p> <p>The monitoring and research departments have only One project vehicle each</p> <p>There is no Situation Room for monitoring of human rights abuses/ violation in the Commission</p> <p>Inadequate monitoring and research tools</p>	<p>To improve monitoring of human rights violations</p> <p>To improve research on human rights issues</p>	<p>Develop Monitoring check lists and Research instruments</p> <p>Training of 80% of Monitoring and Research Officers</p> <p>4 Project vehicles and 5 motor cycles for monitoring and research</p> <p>Communication equipment (smart phones) Cameras</p> <p>Equipped situation room in the headquarters</p>	<p>Training and retraining of 60% of Monitoring and Research Officers</p> <p>Development of software for research and monitoring</p> <p>Smart phones) and Cameras</p> <p>Equipped situation room in the headquarters with Television, Cameras.</p> <p>Subscription to Search engines</p>	<p>Training and retraining of 60% of Monitoring Officers</p> <p>smart phones)</p> <p>Cameras</p> <p>Equipped situation room in the head office</p> <p>Equipped situation room in the head office with Television, Cameras. Subscription to Search engines</p>	<p>Training and retraining of 60% of Monitoring Officers</p> <p>2 Project vehicles and 5 motorcycles for monitoring</p> <p>smart phones)</p> <p>Cameras</p> <p>Equipped situation room in the head office with Television, Cameras. Subscription to Search engines</p>	<p>Develop a Monitoring, Documenting and Reporting System</p> <p>Develop and deploy (with CSOs & media) Human Rights Assessment Score Card (see above)</p> <p>Periodic and systematic stakeholder perception assessment</p> <p>Develop network with other human rights organisations</p> <p>Build credible and reliable contacts</p> <p>Procurement Data collection and field research Trainings Public presentation of research reports</p>	<p>No. of Officers trained</p> <p>No. of project vehicles</p> <p>No. of motor cycles</p> <p>No. of software deployed</p> <p>No. of communication equipment</p> <p>No. of cameras</p> <p>No. of situation rooms</p> <p>equipped</p> <p>No. of Software developed & acquired</p>	<p>Reports</p> <p>Physical assessment</p>	<p>Resources constraint</p>	<p>Strategic partnerships</p>



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							<p>Development of a human rights violations “mobile app” and training of the NHRC’s staff on its use</p> <p>Develop Monitoring Software Acquire and train monitors on usage</p> <p>Monitoring of MDAs with compliance with Human Rights and SDGs</p> <p>Improvement on the style/format of publication of human rights report</p>	<p>No of monitors trained on the usage of the software</p> <p>Reports on MDAs monitored</p>			
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Objectives	Baseline (2018)	Rationale	Indicator 2019	Indicator 2020	Indicator 2021	Indicator 2022	Activities	Observable Verifiable Indicators (OVIs)	Mode Of Verifications (MOVs)	Risk Factor	Mitigation
Obj. 5.2 Monitor the Implementation of National Action Plan (NAP) for the Promotion & Protection of Human Rights	<p>Low awareness of NAP by stakeholders</p> <p>Absence of NAP Desk officers in some MDAs at National and State Levels</p> <p>Inadequate training of NAP Desk Officers</p> <p>Low awareness of human rights by public servants</p> <p>Absence of human rights handbook for public servants</p>	<p>To promote a Rights-Based Approach to public service delivery</p>	<p>NAP desks in all MDAs at national and state levels</p> <p>Advocacy</p> <p>6 Town hall meetings with stakeholders in all geo-political zones</p> <p>1 Training of trainers on NAP implementation</p> <p>37 Trainings for NAP desks Officers at national and state levels</p>	<p>Periodic meetings with NAP desks Officers</p> <p>Advocacy</p> <p>6 Town hall meetings with stakeholders in all geo-political zones</p> <p>2 Review meetings</p> <p>37 Trainings for NAP desks Officers at national and state levels</p>	<p>Periodic meetings with NAP desks Officers</p> <p>Advocacy</p> <p>6 Town hall meetings with stakeholders in all geo-political zones</p> <p>2 Review meetings</p> <p>37 Trainings for NAP desks Officers at national and state levels</p> <p>Development of human rights handbook for public servants</p>	<p>Periodic meetings with NAP desks Officers</p> <p>Advocacy</p> <p>6 Town hall meetings with stakeholders in all geo-political zones</p> <p>2 Review meetings</p> <p>37 Trainings for NAP desks Officers at national and state levels</p> <p>Draft new NAP 2023-2026</p>	<p>Develop a NAP monitoring plan/template</p> <p>Meetings</p> <p>Trainings</p> <p>Advocacy/ Stakeholders consultations</p> <p>Consultancy</p> <p>Implementation of the outcome of reviews</p> <p>Develop human rights handbook for public servants</p>	<p>No. of meetings</p> <p>No. of trainings</p> <p>No. of NAP Desk Officers trained</p> <p>No. of stakeholders consultations</p> <p>Consultative NAP 2023-2026 Draft</p> <p>No. of human rights handbook for public servants printed</p>	<p>Reports</p> <p>Draft of succeeding NAP</p> <p>Attendance M&E reports</p> <p>Media & other reports</p>	<p>Resistance to change</p> <p>Limited capacity to monitor</p> <p>Resource constraint</p>	<p>Mass sensitization and awareness creation</p> <p>Trainings</p> <p>Strategic partnerships</p>



Objectives	Baseline (2018)	Rationale	Indicator 2019	Indicator 2020	Indicator 2021	Indicator 2022	Activities	Observable Verifiable Indicators (OVIs)	Mode Of Verifications (MOVs)	Risk Factor	Mitigation
Obj. 5.3 Develop a Tech-driven Process of Data Management and Monitoring & Evaluation	<p>Staff from relevant department trained on use of CSPro</p> <p>Low usage of automated data processing software by staff</p> <p>Existence of restructured complaints/ Activities reporting templates</p> <p>Non-existence of M&E system</p>	<p>To create, maintain and operate a reliable and accurate database, and to improve service delivery through effective M&E</p>	<p>Reporting templates and checklists</p> <p>Software and hardware</p> <p>1 Training of trainers</p> <p>6 Step-down trainings</p> <p>Analysis and reports</p>	<p>Reporting templates and checklists</p> <p>10 Step-down trainings</p> <p>Analysis and reports</p>	<p>Reporting templates and checklists</p> <p>Deployment of software</p> <p>1 Training of trainers</p> <p>10 Step-down trainings</p> <p>Analysis and reports</p>	<p>Reporting templates and checklists</p> <p>10 Step-down trainings</p> <p>Analysis and reports</p>	<p>Development of statistical and M & E templates and checklists</p> <p>Develop HR monitoring tools</p> <p>Trainings</p> <p>Installation of software</p> <p>Develop human rights databases</p> <p>Data collection and analysis</p> <p>Validation meetings</p> <p>Report writing</p> <p>On the spot assessment</p>	<p>No. of statistical and M & E templates developed</p> <p>No. of trainings</p> <p>No. of software</p> <p>No. of reports produced</p> <p>No. of meetings</p> <p>No. of visits for on the spot assessment</p>	<p>Reports</p> <p>Physical assessment</p>	<p>Low level of technology uptake</p> <p>Resource constraints</p>	<p>Training and sensitization</p> <p>Strategic partnership</p>



Objectives	Baseline (2018)	Rationale	Indicator 2019	Indicator 2020	Indicator 2021	Indicator 2022	Activities	Observable Verifiable Indicators (OVIs)	Mode Of Verifications (MOVs)	Risk Factor	Mitigation
<p>Obj. 5.4 Develop strategies for strengthening the enforcement powers of the Commission</p>	<p>Lack of standardised strategy for exercising the Commission's enforcement powers</p> <p>The Commission has the Standing Orders and Rules of Procedures (STORP) which is designed to regulate and govern the procedures of the Commission</p> <p>50% of Legal, Investigation and Complaint Registry Staff do not have requisite knowledge of enforcement procedure as provided in the Commission's Act and the STORP.</p>	<p>To improve the enforcement powers of the Commission</p>	<p>Advocacy and awareness creation to the Judiciary and Law Enforcement Agencies</p> <p>Strategic partnership with Judiciary and Law Enforcement Agencies</p> <p>Training of 50% of staff of the Commission on enforcement Strategies</p>	<p>Develop a standardised guideline for enforcement</p> <p>Advocacy and awareness creation to the Judiciary and Law Enforcement Agencies</p> <p>Strategic partnership with Judiciary and Law Enforcement Agencies</p> <p>Training and retraining of 50% of staff of the Commission on enforcement Strategies</p>	<p>Advocacy and awareness creation to the Judiciary and Law Enforcement Agencies</p> <p>Strategic partnership with Judiciary and Law Enforcement Agencies</p> <p>Training and retraining of staff of the Commission on enforcement Strategies</p>	<p>Strategic partnership with Judiciary and Law Enforcement Agencies</p> <p>Training and retraining of 60% of staff of the Commission on enforcement Strategies</p>	<p>Effective partnership with courts and police</p> <p>Develop standardised guideline for enforcement</p> <p>Develop an MOU with law enforcement agencies and other relevant criminal justice institutions to enable compliance with S.22 (1) of NHRC Act, Rule 69(3) & 89 of the STORP.</p> <p>Training of NHRC Staff on the application of the Amendment Act and STORP as regards to enforcement</p> <p>Publish periodically an analytical report of complaints determined by the Commission.</p>	<p>No. of Officers trained</p> <p>Published standardised guideline for enforcement printed</p> <p>No. of MOU signed with Law enforcement agencies and relevant criminal justice institutions</p> <p>No. Of reports published</p>	<p>Physical assessment</p> <p>Reports and documentation</p>	<p>Resource constraint</p> <p>Resistance from Judiciary and Law Enforcement Agencies</p> <p>Political interference</p>	<p>Strategic partnership</p> <p>Sustained Advocacy</p>



	Low awareness of the powers and mandate of the Commission by the Judiciary and Law Enforcement Agencies.										
Strategic Objective 6: Ensure Effective and Transparent Financial Management											
Obj. 6.1 Appropriate, Realistic & Inclusive Budgeting, Financial Control & Reporting	60% of Accounts, Procurement and Audit Staff lack skills in public procurement procedures The Commission does not sponsor the participation of Professional Accountants at the Mandatory Continued Professional Development (MCPD) workshops.	To ensure professionalism, transparency, accountability and timeliness in budgeting and financial management – as well as public sector reform initiatives To develop and institutionalise an effective and efficient financial control mechanism for the Commission	Training of all account, finance, procurement and audit officers on public financial management and accountability	Training of all account, finance, procurement and audit officers on public sector Procurement, budgeting & accounting Annual Mandatory Continued Training for Professional Accountants	Training of all account and finance officers on effective and efficient financial control methods Annual Mandatory Continued Training for Professional Accountants	Training of all account and finance officers on good governance Annual Mandatory Continued Training for Professional Accountants	Develop a training plan Deliver and implement training plan Sponsor attendance of MCPD	No. of trainings held No. of participants Rate of uptake of training objectives % increase in transparency & accountability	Attendance list Reports M&E documents	Resource constraints Frequent change in financial management system	Sensitization Strategic partnerships



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Objectives	Baseline (2018)	Rationale	Indicator 2019	Indicator 2020	Indicator 2021	Indicator 2022	Activities	Observable Verifiable Indicators (OVIs)	Mode Of Verifications (MOVs)	Risk Factor	Mitigation
Obj. 6.2 Operationalise the Human Rights Fund.	<p>The Human Rights Fund already established by the NHRC (Amendment) Act, 2010</p> <p>The Human Rights Fund yet to be operationalised</p>	<p>To provide financial and technical support to individuals and organisations that work for human rights in Nigeria</p> <p>To harness resources for human rights initiatives</p>	Set up a Consultative Committee	Submission of report	Launching of fund & take off	Disbursement to first beneficiaries	<p>Development of a framework and modalities for its operationalization</p> <p>Development of its partnership and resource mobilization strategy</p> <p>Training of the NHRC's staff on this strategy and on the management of the Fund</p>	<p>Setting up of the Consultative Committee</p> <p>Launching of Fund</p>	<p>Committee reports</p> <p>Reports/Records of meetings and consultations</p>	<p>Lack of stakeholder commitment</p> <p>Lack of political will</p>	<p>Effective stakeholder mapping</p> <p>Strategic partnerships</p> <p>Sustained advocacy</p>
Obj. 6.3 Setting up a Human Rights Fund to be managed by the NHRC		Providing financial and technical support to individuals and organisations that work for human rights in Nigeria	Set up a Consultative Committee	Submission of report	Launching of fund & take off	Disbursement to first beneficiaries	<p>Development of a framework and modalities for its operationalization</p> <p>Development of its partnership</p>	<p>Setting up of the Consultative Committee</p> <p>Launching of Fund</p>	<p>Report of Committee</p> <p>Reports/Records of meetings and consultations</p>	<p>Lack of stakeholder commitment</p> <p>Lack of political will</p>	Develop and identify key stakeholder engagement strategies

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		<p>Securing resources for human rights initiatives and the human rights community from foundations and individuals in the country and beyond.</p>					<p>and resource mobilization strategy</p> <p>Training of the NHRC's staff on this strategy and on the management of the Fund</p>				
<p>Obj. 6.4 Systematic Fund Mobilisation</p>	<p>Absence of an effective fund mobilisation strategy</p> <p>75% of staff have low capacity in fund mobilisation techniques</p>	<p>To develop appropriate and effective strategies for fund mobilisation</p> <p>To enhance the Commission's financial strength for effective realisation of its mandate.</p>		<p>Establish effective and efficient fund mobilisation strategies</p> <p>Training of relevant staff on fund mobilisation techniques</p> <p>Aggressive advocacy for fund mobilisation</p>	<p>Training of relevant staff on fund mobilisation techniques</p> <p>Aggressive Advocacy and engagement with funders both government, corporate, non-government and development</p>	<p>Training of relevant staff on fund mobilisation techniques</p> <p>Aggressive Advocacy and engagement with funders both government, corporate, non-government and development</p>	<p>Training</p> <p>Development of fund mobilisation strategy</p> <p>Advocacy</p> <p>Partnership building</p> <p>Signing of MOUs</p>	<p>No. of MOUs</p> <p>No. of Advocacy activities</p> <p>No. of new partners</p> <p>No. of trainings</p>	<p>Reports</p> <p>MOU documents</p>	<p>Government policies</p> <p>Donor fatigue</p> <p>Overcrowded fund mobilisation space</p> <p>Paucity of funds</p>	<p>Sustained advocacy</p> <p>Strategic partnerships</p>



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Objectives	Baseline (2018)	Rationale	Indicator 2019	Indicator 2020	Indicator 2021	Indicator 2022	Activities	Observable Verifiable Indicators (OVIs)	Mode Of Verifications (MOVs)	Risk Factor	Mitigation
Obj. 6.5 Computerisation and Automation of Finance, Accounts, Audit and Procurement Processes	<p>End to End Payment System computerised on GIFMIS</p> <p>Accounts and Audit records not automated</p> <p>Budget and Procurement processes not automated</p> <p>Accounts, Audit and Procurement staff lack adequate knowledge of relevant accounting software.</p>	<p>To ensure transparency , accountability and timeliness in finance, accounts, audit and procurement processes.</p>	<p>Design and installation of Public Procurement and Accounting Software</p>	<p>Training of finance, accounts, audit and procurement staff</p>	<p>Training and re-training of staff</p>	<p>Training of staff</p> <p>Software and system upgrade</p> <p>Purchase of Accessories</p>	<p>Training</p> <p>Procurement and installation of software</p> <p>Upgrade of system</p>	<p>No. of staff trained</p> <p>Software installed</p>	<p>Training reports</p> <p>Physical assessment</p>	<p>Resource constraints</p> <p>Poor ICT infrastructure</p>	<p>Prioritisation</p> <p>Strategic partnership</p>



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6.0 Cost of Implementation of the Strategic Plan

The Financial implication of the NHRC SP 2019 – 2022 has been articulated, taking into cognizance the relevant economic parameters and using realistic costing methods. The Table below is the cost of the strategic priorities spread over the period 2019 – 2022. This excludes running and operational costs as well as personnel cost which are recurrent in nature. Given the scope of the implementation plan and the output goals, the Commission will vigorously pursue and form partnerships, both financial and technical, towards the successful implementation of the Strategic Plan. Partners will, therefore, be encouraged to select from the various items below and implement in collaboration with the Commission.

Objectives	Year 1 NGN "Million"	Year 2 NGN "Million"	Year 3 NGN "Million"	Year 4 NGN "Million"	Total Cost NGN "Million"
1.1 Specialized training, retraining and capacity building	81.25	81.25	81.25	81.25	325.00
1.2 Strategic Recruitment	50.00	30.00	20.00	15.00	115.00
1.3 Appropriate placement, deployment and redeployment	25.00	20.00	15.00	10.00	70.00
1.4 Improved conditions of Service	5.00	5.00	5.00	5.00	20.00
1.5 Provision of Office Equipment	57.45	34.45	22.95	16.45	131.30
1.6 Effective Performance Management	5.00	3.00	3.00	3.00	14.00
2.1 Establishment of offices in all the States of the Federation	21.60	35.70	43.50	500.00	600.80
2.2 Establishment of Complaint Collation Centres	46.56	46.32	46.32	46.32	185.52
2.3 Increased partnership with the media and civil society groups	32.00	36.00	40.00	44.00	152.00
2.4 Effective Engagement with Development Partners	9.25	10.50	11.75	13.00	44.50
2.5 Improve the knowledge of human rights and promote the broadening of the study of human rights at all levels of education	62.50	65.00	67.50	70.00	265.00
2.6 Massive awareness creation and sensitization activities	30.00	32.50	35.00	37.50	135.00
2.7 Advance the inclusion and protection of vulnerable groups and minorities	25.70	18.30	15.70	11.40	71.10
2.8 Develop and implement a Tech-driven communication process and strategy	45.00	42.50	50.50	45.00	183.00





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Objectives	Year 1 NGN "Million"	Year 2 NGN "Million"	Year 3 NGN "Million"	Year 4 NGN "Million"	Total Cost NGN "Million"
4.1 Upgrade of ICT Equipment and Capacity Building	140.00	90.00	90.00	45.00	365.00
4.2 Effective Engagement with the Legislature	15.00	17.50	20.25	22.50	75.25
4.3 Collaboration with Law Enforcement Agencies and Judiciary	30.00	32.50	35.25	37.50	135.25
4.4 Publish Human Rights materials	20.00	22.50	25.00	27.50	95.00
5.1 Develop Effective Monitoring and Research Tools and Provisions of Logistics for Monitoring and Research	130.25	52.25	47.25	110.45	340.20
5.2 Monitor the Implementation of National Action Plan (NAP) for the Promotion & Protection of Human Rights.	25.85	28.15	30.25	32.50	116.75
5.3 Develop a Tech-Driven Process of Data Collection.	17.42	10.70	11.40	12.62	52.14
5.4 Develop Strategies for Strengthening the enforcement powers of the Commission	9.37	11.45	13.67	15.64	50.13
6.1 Appropriate, Realistic & Inclusive Budgeting, Financial Control & Reporting	12.50	13.70	14.90	16.10	57.20
6.2 Operationalise the Human Rights Fund	12.25	7.20	4.70	3.55	27.70
6.3 Systematic Fund Mobilisation	8.25	7.45	6.60	5.40	27.70
6.4 Computerisation and Automation of Finance, Accounts, Audit and Procurement Processes	2.50	5.25	5.75	6.25	19.75
ESTIMATED TOTAL COST OF IMPLEMENTATION					4,456.89



7.0 Risk Management

National Human Rights Commission adopted this robust and realistic Strategic Plan and designed a SMART implementation plan. It is hoped that, with the collaboration and assistance of stakeholders, the objectives will be realised. However, it is apt and exigent to anticipate risks, some of which may be unavoidable, for a comprehensive implementation of intended activities.

The following are some of the risks anticipated:

Socio-Cultural Constraints: Social and cultural beliefs, to a large extent, dictate the attitude and response to any ideology. The tenets of human rights though universal, may be considered as alien in certain quarters. Human rights have oftentimes been referred to as supporting western culture and therefore not given its pride of place in developing nations. Seeing that the implementation of this plan requires adequate support from all stakeholders, non-recognition of human rights as a universal, indivisible and inalienable concept may hamper such needed support.

Technology: Technology is a dynamic phenomenon which impact can change the course of actions and responses to issues of life. Changes in technological inventions obviously bring about change in relative activities. Most technological derivations are not predetermined but when they occur, related processes are bound to be affected. Therefore, change in technology may impact on the activities or costs of activities contemplated in this plan.

Political factors: Adverse change in political situations in the country may negatively affect the realisation of the objectives of this plan. For instance, a change in government either by party politics or subversion of democracy as well as non-cooperation of the judiciary and law enforcement agencies, may affect the implementation of the plan. Secondly, the various crises ravaging the country such as terrorism, ethno-religious conflicts, banditry, kidnapping affects the full realisation of human rights. Government has been making effort to address these challenges as an escalation of these crises may hinder the implementation of the plan.

Economic Factors: The implementation of this Plan is directly tied to availability of funds to drive all the proposed activities. The Commission is being largely funded by Government and any fluctuations in government finance will affect its operations. The problem of overcrowded space for fund mobilization and donor fatigue also constitute risk factors. In addition, there is a risk of loss of assets and structures to unforeseen circumstances, as well as, movement of staff to “greener pastures” after much investment in building their capacity to deliver on the mandate of the Commission.

Specific risks will be managed as they occur by developing adequate risk management mechanisms and adapting to changes. This will be factored-in throughout the implementation of this plan, especially during the periodic reviews sessions.