
STRATEGIC PLAN 2022 - 2027



INCHR Strategic Plan (2022-2027)

Foreword

Strategic planning for human rights protection and promotion is important. It is considered a cornerstone to enhancing human rights for sustainable development. The process involves the resources use, integrating values and thinking ahead. The associated tasks are demanding and intimidating and at times overwhelming. However, ensuring that the benefits of the economy are spread widely such that development becomes inclusive and impacting consistent with social economic and political rights, and is challenging due to grand corruption. The question is not how we mainstream human rights but how can we make sure that all are included to enjoy fundamental rights, while violators are held accountable.

This requires and demands strategic approach to protect and promote human rights that implies consideration of the various trade-offs and making difficult choices. It demands harnessing and mobilizing the human, social, financial resources towards the common vision, goals and objectives that the Commission aspires to achieve. Assuredly, enhancing human rights in country such as Liberia is essential for the consolidation of peace and security. This can be achieved unless the people are confident in the institutions for the administration of justice and human rights. The work of the INCHR and partners in enhancing human rights is critical for sustaining the peace in this time. INCHR is a responder in peace and conflict setting when rights appear to be violated. Accordingly, the scope and importance of human rights role are anchored in the Constitution of Liberia.

This Strategic Plan serves as an essential tool for strategic and programmatic decision based on the mandate under the circumstances. It provides reference guide for use during the period. We are stimulated by the desire of our passion for human rights advocacy and protection and the support we enjoy from the government, civil society community of Liberia, development partners and the donor community, as well as complementarity from regional and global offices on human rights. We are of the conviction that the objectives we have chosen will contribute significantly in achieving our mandate and advancing us towards our goal-a Liberia where the rights of people are protected, abuses and violations are accounted for, and the rule of law is upheld. I wish to express my gratitude and appreciation to those who have contributed to this second strategic plan covering the period 2022-2027.

T. Dempster Brown
Chairman

Abbreviations and List of Acronyms

ACJ	African Court of Justice
AU	African Union
ACHPR	African Commission on Human and People Rights
BCR	Bureau of Corrections and Rehabilitation
BOC	Board of Commissioners
CSOs	Civil Society Organizations
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CPA	Comprehensive Peace Agreement
CLA	Collaborating Learning and Adapting
CBOs	Community Based Organizations
CPA	Comprehensive Peace Accord
CPR	Civil and Political Rights
CRA	Child Rights Act
DAB	Department for Administration and Budget
DETI	Department for Education, Training, and Information
DCIM	Department for Complaints, Investigation and Monitoring
DLATML	Department for Legislative Assistance, Treaty Matter and Law

DPIME	Department of Planning, Internal Monitoring and Evaluation
ESCR	Economic, Social, and Cultural Rights
ECOWAS	Economic Community of West African States
FGM	Female Genital Mutilation
GANHRI	Global Alliance of National Human Rights Institutions
GAC	General Auditing Commission
GoL	Government of Liberia
INCHR	Independent National Commission on Human Rights
ICESCR	International Convention on Economic, Social and Cultural Rights
ICTCIT	International Convention against Torture and Other Cruel, Inhuman or Degrading Treatment
ICCPR	International Covenant on Civil and Political Rights Optional Protocol
JSJP	Justice and Security Joint Programme
LGBTI	Lesbian, Gay, Bisexual, Transgender, and Intersex
LNP	Liberia National Police
MACs	Ministries, Agencies and Commissions
MERL	Monitoring Evaluation Researching and Learning
MFDP	Ministry of Finance and Development Planning

MOE	Ministry of Education
MRU	Mano River Union
NHRI	National Human Rights Institution
NANHRIWA	Network of Africa National Human Rights Institutions in West Africa
NANHRI	Network of Africa National Human Rights Institutions
OAU	Organization of African Unity
OHCHR	Office of the High Commission on Human Rights
PBF	Peace Building Fund
PMP	Performance Management Plan
PWD	Persons With Disabilities
PFM	Public Finance Management
PPCC	Public Procurement and Concession Commission
PBO	Peace Building Office
PP	Paris Principle
PUL	Press Union of Liberia
SDG	Sustainable Development Goals
SWOT	Strength, Weakness, Opportunities, and Threats
TJI	Transitional Justice Issues (TJI)

TRC	Truth and Reconciliation Commission
UNDP	United Nations Development Program
UDHR	Universal Declaration of Human Rights
UPR	Universal Periodic Review
UNGPs	United Nations Global Principles

Table of Contents:	Page
Foreword	
List of Acronyms	

Executive Summary

Chapter One (1): About the INCHR	10
1.1 Legal Existence	10
1.2 Mandate, Functions and Powers	10
1.3 Aspiration and Guiding Principles	12
1.3.1 Strategic Goal	12
1.3.2 Vision	12
1.3.3 Mission	12
1.4 Method / Mode of Operations	13
1.5 Administrative Structure	13
1.6 Summary of achievements	14
1.6.1. Achievement	14
1.6.2. Challenges	15
1.6.3. Lesson learned	16
Chapter Two (2): Operational Framework and Environment	18
2.1 International Context	18
2.2 Regional Context	18
2.3 National Context	19
2.4 Summary analysis of Human Rights situation in Liberia	20
Chapter Three: Strategic Focus:	
3.1 Rationale	21
3.2 Strategic Plan Development Process / Methodology	22
3.3 Theory of Change	22
3.4 SWOT Analysis	22
3.5 Stakeholders Analysis	23
3.6 PESTLE Analysis	25
3.7 Strategic Objectives, Outcomes and Strategies	27
3.7.1 Strategic Objective 1:	28
- Strategies	28
- Outcomes	29
- Target Partners	29
3.7.2 Strategic Objective 2:	30
- Strategies	30

INCHR Strategic Plan (2022-2027)

- Outcomes-----	31
- Target Partners -----	32
3.7.3 Strategic Objective 3:-----	33
- Strategies-----	33
- Outcomes-----	34
- Target Partners-----	34
3.7.4 Strategic Objective 4:-----	35
- Strategies-----	36
- Outcomes-----	37
- Target Partners-----	38
3.8 Strategic Results Matrix-----	40

Chapter Four: Implementation Arrangements

4.1 Governance and Organizational Structure-----	41
4.2 Resource Mobilization-----	41
4.3 Risk Management-----	41

Chapter Five: Monitoring, Evaluation and Learning

5.1 Monitoring & Evaluation of the Strategic Plan Implementation-----	42
5.2 Monitoring and Evaluation of Roles and Responsibilities-----	42
5.3 Monitoring, Evaluation and Learning System-----	42

Annex 1:

Table 1 INCHR Strategic Plan Implementation Matrix-----	44 - 56
Table 2 INCHR Organogram	

Annex 2:

Table 1 SWOT Analysis-----	57
Table 2 Stakeholders Analysis-----	58
Table 3 PESTLE Analysis-----	59

Executive Summary:

The INCHR 2022-2027 Strategic Plan articulates its strategic direction for the next five years towards its mandate on the promotion, fulfillment and protection of human rights and fundamental freedoms. As the second strategic document, this plan builds on the successful implementation of the first strategic plan 2016-2021.

The 2022-2027 Strategic Plan has five chapters and annexes containing key documents of reference to the Commission. Chapter 1 introduces the Commission in its entire entirety, providing information on its existence as a legal institution, its mandates, functions and powers. The chapter also discusses the aspiration and guiding principles of the Commission, which includes amongst others the goal, vision, mission, and core values. It concludes on the structure and programs of the Commission. The intent of the chapter is to give a full picture of the Commission to the reader and thereby positions him or her to understanding the Commission's trajectory and approach in achieving its mandate.

Chapter 2 expounds more on the operational or contextual framework and working environment of the Commission and how the programs of the Commission are aligned to suit or address the needs of the levels of the global framework on human rights advocacy. Here the chapter posits that the Commission's work is operationalized and appreciated at three levels, namely, international, regional, and national levels. To each and all of these levels, the Commission has identified programs specific to the needs of each and all of the levels.

Additionally, Chapter 3 discusses the meat of the document, which is the Strategic Plan itself. The chapter explains the rationale for crafting the plan, the methodology used, the theory of change for the plan, the Strength, Weakness, Opportunities, and Threats (SWOT) analysis of the Commission, and the stakeholders' analysis for the successful implementation of the plan. The Chapter further explains the objectives to be pursued for the next five years, and their attending strategies, outcomes, targets and programs for each of the objectives.

Moreover, Chapter Four (4) speaks more on the implementation arrangements, hinting on the governance structure, resource mobilization, and an analysis of the risks and management. Finally, the fifth and last chapter talks on the monitoring and evaluation of the implementation of the plan, monitoring of the roles and responsibilities of the plan, who's to do what, how, and when; and then concludes on the monitoring and evaluation of the learning systems in the implementation. This aspect is intended to track lessons learnt and to inform modifications in the implementation process and also for future plans. The annexes as mentioned above contain key documents such as the SWOT analysis, stakeholders' analysis, and the organogram of the Commission.

Chapter One: About the INCHR:

1.1 Legal Existence:

The Independent National Commission on Human Rights of Liberia (INCHR) was established by an Act of the Legislature in 2005. The INCHR was formerly known as the 'Liberia Commission on Human Rights', established through an Act of the National legislature in 1997.

INCHR Strategic Plan (2022-2027)

Realizing that excessive disregard of human rights that contributed to the war in Liberia and, appreciating the vital role of human rights protection in the peace and stability of a nation, the framers of the Comprehensive Peace Accord (CPA) affirmed the quest for an independent National Human Right Commission (Article VIII, CPA) that would be void of the influence and control of the power that be and speak truth to power, holding abusers and violators of human rights accountable. In fulfillment of the CPA, the Act of 1997 was amended, thus giving rise to the new name: Independent National Commission on Human Rights (INCHR) with roles and functions aligned with the Paris Principles of 1993. The INCHR however did not become operational until 2010 when its first Board of Commissioners was appointed.

1.2 Mandate, Functions and Powers of the INCHR:

Chapter III of the Constitution of the Republic of Liberia emphasizes the enjoyment of the fundamental rights by all Liberians. Article 89 of the same Constitution provides for the creation of other agencies by the legislature as may be necessary. The Act of 2005, establishing the Independent National Commission of Human Rights (INCHR) is in fulfilment of the provisions of the Constitution.

Article III of the INCHR (2005) Act titled Powers of the Commission, states that the INCHR has the statutory mandate to protect and promote human rights consistent with the Constitution of the Republic of Liberia and other relevant laws including international treaties and conventions to which Liberia is a signatory.

The establishment, structure, mandate, functions and powers of the INCHR conform to the requirements of the Paris Principles on National Human Rights Institutions. The INCHR Act requires the INCHR to work in collaboration with the civil society and other national and international mechanisms and bodies engaged in the field of human rights. The broad functions cover creation of awareness on human rights, formulation of programs for the teaching of, and research into human rights and to take part in their execution in schools, universities and professional circles.

promotion of accountability for human rights violations through monitoring and investigations, and the promotion of compliance with human rights standards in legislations, policies and programs of government.

Key functions of the Commission include but not limited to the following:

INCHR Strategic Plan (2022-2027)

-
1. To prepare quarterly and annual reports on the national situation with regard to human rights in general, and on more specific matters; and to draw the attention of the Government to human rights violations in any part of the country and make proposals to it for initiatives to put an end to such situations and where necessary to express an opinion on the actions of the Government in response to such violations;
 2. To contribute to the preparation of reports which the Republic of Liberia is required to submit to the relevant United Nations bodies and committees, and to regional institutions pursuant to the State's treaty obligations and where necessary to express an opinion on the subject with due respect for the independence of the INCHR;
 3. To cooperate with the United Nations and any agency in the United Nations system or related to the United Nations system, the African Commission on Human and Peoples' Rights, other regional institutions and the national institutions of other countries which are competent in the areas of the protection and promotion of human rights.

The INCHR Act vests the Commission with subpoena and quasi-judicial powers. Article VI of the Act states as follow: 'The Commission, while inquiring or investigating into complaints under this Act, shall have the power of a civil court trying a suit under the Civil Procedure Law of Liberia, and shall have subpoena powers to bring within its jurisdiction those accused of human rights violations based upon complaints from the aggrieved parties, or on suo motu basis.

Article III (e & f) further gives the Commission the power 'to conduct unfettered on-site inspections and investigations, if necessary, without the prior consent of the concerned authority, including powers to visit all civil, military and paramilitary places of detentions in the Republic of Liberia, as well as making determinations, referrals and recommendations to the appropriate authorities concerning matters which it has been investigating'. All these responsibilities vested in the Commission by its Act are aligned with the key requirements of the Paris Principles.

Additionally, the Truth and Reconciliation Commission (TRC) Act (Chapter 10/46), assigns to the INCHR the responsibility of monitoring and reporting on the implementation of the TRC recommendations. The TRC findings and recommendations refer to human rights violations that took place prior to and during the years of civil wars, issues for accountability, memorialization and reparation. The INCHR has a duty to adopt programs and take corrective actions to prevent repeat of the human rights violations.

1.3 Aspiration and Guiding Principles:

INCHR Strategic Plan (2022-2027)

In fulfilling its mandate, the INCHR shall act in accordance with the values and principles set out in its Statutory Act and the laws of Liberia and shall observe and respect: a) the diversity of the people of Liberia; b) impartiality and gender equity; c) all treaties and conventions which have been ratified in Liberia and in particular the fact that human rights are indivisible, interdependent, interrelated and of equal importance for the dignity of all human beings; and, d) the rules of natural justice. Implementation of the INCHR's mandate is pursued through various strategies including but not limited to: processing complaints, conducting investigations, securing redress, undertaking audit of law, research, advisories, lobbying and advocacy, conducting human rights education and training and monitoring and partnership building.

1.3.1 Strategic Goal

A Liberia where the rights of people are protected, abuses and violations are accounted for, and the rule of law is upheld.

1.3.2 Vision

A peaceful and stable Liberia grounded on the respects for the Rule of Law, Human Rights and fundamental freedoms.

1.3.3 Mission

The INCHR exists to protect and promote fundamental Human Rights, freedoms and respect for the Rule of Law in Liberia.

1.4 Core Values

- ✓ Independence: In the fulfillment of our mandate the INCHR shall ensure high level of independence.
- ✓ Integrity: INCHR shall at all times demonstrate honesty, sincerity and ethical standards.
- ✓ Equality and Non Discrimination: INCHR treats all people with dignity which is inherent, impartially and fairly irrespective.
- ✓ Confidentiality: protecting the dignity of the victims of human rights abuse and violation who seek remedy from the INCHR.
- ✓ Accountability: INCHR shall be transparent and ensure the efficient use of all resources within the mandate to promote and protect human rights

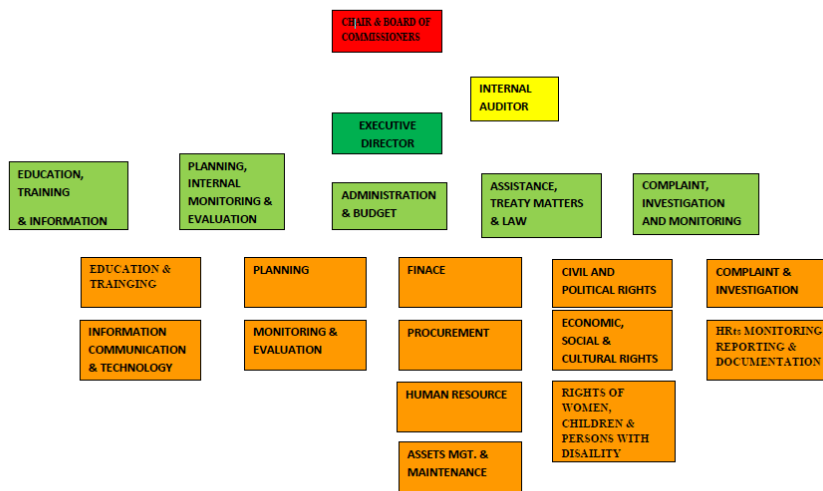
1.4 Method/ Mode of Operation:

INCHR Strategic Plan (2022-2027)

-
1. Within the framework of the INCHR operation, the INCHR shall:
 - a. Freely consider any questions falling within the competence whether they are submitted by the Government or taken up by the INCHR without referral from a higher authority or on the proposal of a Commissioner or of complainant.
 - b. Hear any person and obtain any information and any documents necessary for accessing situations falling within the INCHR competence.
 - c. Address public opinion directly or through any media organ, particularly in order to publicize the INCHR opinions and recommendation
 - d. Meet on a regular basis and whenever necessary in the presence of all its Commissioners after they have been fully consulted.
 - e. Establish working groups from among its members as necessary, and set up local or regional sections to assist it in discharging its functions; and
 - f. Maintain consultation with the other bodies whether jurisdictional or otherwise responsible for the protection and promotion of human rights.

1.5 Administrative Structure:

A detailed organogram of the INCHR is found in the annex of this plan. Notwithstanding, INCHR general structure comprises a Board of Commissioners, responsible to provide the policy and programmatic direction of the Commission and a Secretariat which carries on the day to day running of the affairs of the Commission and headed by the Executive Director. Statutorily, the Commission have seven Commissioners and five departments, namely, Department for Administration and Budget, Department for Complaints, Monitoring, and Reporting; Department for Legislative Assistance, Treaties Matters and Law; Department for Education, Training, and Information; and the Department for Planning, Internal Monitoring, and Evaluation. Each Department is overseen by a Commissioner and the running of the Department's activities is led by a Director. Below is the organogram of the Commission:



1.6 Summary of Achievements, Challenges, and Lessons Learnt

1.6.1 Achievements:

During implementation of the Strategic Plan of 2016 to 2021, the INCHR recorded key milestones in the promotion, fulfillment and protection of human rights and fundamental freedoms. These include:

1. Operationalized the five statutory department of the Commission, developed a five year strategic plan to give the Commission a strategic direction in terms of thematic programs, and adopted the administrative documents.
2. The INCHR was accredited to a “Status “A” Commission.. The status means that Commission has met the threshold requirement of the “Paris Principles” as an autonomous and independent body responsible to ensure the promotion and protection of human rights on par with other democratic countries in the world. The Commission has enjoyed participation with the UN Human Rights Council, UN treaties bodies and the African Commission on Human and Peoples’ Rights. The promotional visit of the African Court on Human and Peoples’ Rights in 2018 attests to the cordiality. The Commission as an “A” Status National Human Rights Institution {NHRI} has an active membership with the Global Alliance of National Human Rights Institutions {GANHRI}, the Network of Africa National Human Rights Institutions {NANHRI} and the Network of Africa National Human Rights Institutions in West Africa {NANHRI-WA}.
3. The INCHR in 2017 operationalized its mandate to protect and promote human rights by decentralizing its presence in the fifteen (15) political sub-division of Liberia. Today, the Commission presence is felt in all of the counties in Liberia and therein, the Human Rights Monitors have established a relationship with local authorities, and rule of law institutions in the

INCHR Strategic Plan (2022-2027)

counties. The Human Rights Monitors continue to report to headquarters despite difficult challenges. These reports have been fed in the Commission's annual Human Rights Situational Report.

4. The INCHR has also hired competent staff of the Secretariat who had contributed through technical support to the Government in its reporting obligations. Notable amongst those reports include the Convention on the Rights of Persons with Disability(PwD), the Convention on the Elimination of all Forms of Discrimination Against Women(CEDAW) and the recent draft of the report on the African Charter on Human and Peoples' Rights and the Maputo Protocol, which is still being reviewed by the Government. Besides, the Commission has ably participated in the drafting of the National Human Rights Action Plan (NHRAP) and has enjoyed a good working relationship with Ministries, Agencies, and Commissions (MACs). Additionally, the INCHR has written and published six(6) annual human rights situation reports between 2016 and 2021. In 2019, the INCHR for the first time submitted its "stakeholders Report" to the Universal Periodic Review (UPR) to the UN Human Rights Council as a 'Status A' National Human Rights Institution. Based on the report, the Commission has been invited to Geneva to participate in the UPR process.
5. True to the mandate of the INCHR regarding the implementation of the report and recommendations of the Truth and Reconciliation Commission (TRC), the INCHR initiated the memorialization program in counties where mass killing and other egregious crimes were committed during the 15 years of our nightmare. To date, some of the memorial sites have been completed. The Maher site in Bomi County and the Duport Road site in Montserrado County are completed.
6. The INCHR is also pleased to inform you that it has undertaken several activities during the COVID-19 pandemic. Amongst these activities include, the submission of an 'Advisory Opinion to the Government of Liberia regarding its treaties' obligation during the State of Emergency and measures regarding the provision of health and support for vulnerable persons. Besides, the Commission officially advised the Ministry of Foreign Affairs regarding the notification requirement provided for in the International Covenant on Civil and Political Rights (ICCPR) which Liberia ratified in 2004. The Commission has offered technical support the Ministry in its endeavor to communicate with the Secretary-General on derogation of rights provided for in Art. 4 of the ICCPR.

1.6.2 Challenges

During the period of 2016 to 2021, the INCHR faced numerous challenges and threats to the implementation of its mandate. The main challenges can be summed up as:

1. No Chairperson appointed from 2016 to 2021 July. This non appointment of the Chairperson had a negative impact on the human resource retention, funding allocation and renewal and institutional confidence.
2. The INCHR is a statutory body that should be adequately funded as provided by Article XIX of the Act. However, the INCHR has experienced decreased funding from the Government of Liberia (GoL) which has limited the full execution of its mandate. A lot

INCHR Strategic Plan (2022-2027)

of the available public funds are channeled to recurrent expenditure and none on critical programming work.

3. Despite constructive and positive engagement and providing evidence-based complaints of human rights violations, the INCHR experienced a high degree of non-responsiveness by duty bearers on their roles to promote human rights and holding individuals accountable for their omissions or commissions that violated human rights.
4. Rent Payment- The INCHR currently lacks a land and building of its own. It was therefore subjected to lease and rent payment. This has put a strain on the INCHR's budget.

1.6.3 Lessons Learnt

Key lessons learnt during the performance period 2016 to 2021 include:

1. Strategic Partnerships: It is important to have a partnership strategy to enable the INCHR enhance its collaboration and complementarity with key partners towards implementation of its mandate.
2. Managing expectations: It is important to prioritize human rights interventions based on the INCHR's capacity and results that are realistic within a given period.
3. Perception of Impartiality: The INCHR maintained its neutrality in pursuing its work. There is therefore need for the INCHR to balance diplomacy and confrontation while addressing human rights concerns.
4. Results Framework: It is critical to develop and implement a concrete results framework aligning INCHR's day to day activities to outputs and desired outcomes for the realization of the desired impact in the implementation of its mandate.

Chapter Two (2): INCHR Operational Framework and Environment:

The work of human rights advocacy and protection, thus the work of the INCHR can be operationalized and appreciated at various levels. Its programs and impact can be contextualized at three major and distinct levels: International, Regional, and National levels. There are conventions, treaties, protocols, and other human rights issues that are pursued at these levels and the programs of the Commission are often informed and aligned to suit or address the needs of all or for a given level.

2.1 International Context

At the international level, countries continue to negotiate conventions and treaties through the United Nations platform aimed at addressing emerging human rights issues like; business and human rights, migration and human trafficking, protection of human rights defenders, cyber security, digital currencies, and the fight against terrorism, among others. These international instruments will impact on the regional instruments and ultimately the work of national human rights institutions (NHRIs) at national levels. A slowdown in the global trade and development poses a challenge to the national economy and which ultimately will affect the implementation of Liberia's vital programs such as the full realization of the Economic Social and Cultural Rights (ESCRs). If the trend continues, there is a likely growth in inequalities, vulnerabilities especially among children, women, persons with disabilities, older persons and the sick, which will drastically impede the realization of human rights and freedoms across the globe.

Security is an important precursor to the enjoyment of human rights and fundamental freedoms at the global level. However, world security remains threatened by terrorism, cyber-attacks, invasion of nation states by "super powers", and human trafficking in different parts of the world. These threats continue to undermine the enjoyment of human rights and fundamental freedoms. The current global trend lays emphasis on the need to conserve the environment hence providing the necessary link between the environment and human rights. The right to a safe, clean and healthy environment is therefore a pre-requisite for the enjoyment of human rights.

Focus is shifting to global best practices geared towards protecting and conserving the environment for future generations as climate change remains one of the greatest threats impeding the full enjoyment of human rights especially in respect to economic, social and cultural rights.

This Strategic Plan development is informed by existing conventions, treaties, and other instruments to which Liberia is a signatory and the local laws and public policies and human rights issues faced by the Country. Its implementation will be tailored to the program and advocacy needs of each and all of the levels mentioned. Specific attention will be given to the 2030 Agenda for Sustainable Development and Liberia's adoption of the Sustainable Development Goals (SDGs) by the United Nations in 2015 which seeks to facilitate global development through the 17 Goals and 167 Targets. Liberia has adopted and committed to

INCHR Strategic Plan (2022-2027)

integrating these development aspirations in its development agenda. It is important to note that the SDGs are informed by human rights principles and standards and therefore present prospects for advancing the promotion, fulfillment and protection of human rights and fundamental freedoms for all.

2.2 Regional Context

The regional context is being shaped by a number of factors including the African Union (AU) reform agenda which is primarily based on the AU Agenda 2063, a blue print for the economic development of the continent. The main aspirations of Agenda 2063 are good governance, democracy, respect for human rights, justice, rule of law and an Africa whose development is people-driven, relying on the potential of African people, especially in respect to the women, youth, older persons and caring for children. The agenda renews the continental commitment to the Pan African vision for ‘an integrated, prosperous and peaceful Africa’.

The regional human rights treaty body mechanisms provide a platform for advancing human rights and fundamental freedoms. Several treaties have been concluded under the auspices of the AU providing an opportunity for governments to secure the enjoyment of human rights, as well as increasing the role of NHRIs in monitoring, promotion and protection of human rights and fundamental freedoms within their respective member States. Moreover, there has been an increase in the establishment of NHRIs by governments across the continent. The Network of African National Human Rights Institutions (NANHRI) is the regional umbrella body that brings together twenty-eight (28) A status and seven (7) B status NHRIs in Africa with the aim of supporting and strengthening their role and cooperation at the regional and international level.

Conversely, threats to peace and security are a challenge in various parts of Africa due to political and civil unrest. The region continues to experience insecurity from coup d’états, rebels and organized gangs that threaten regional stability hence increasing human rights violations and movement of people. Notwithstanding the threats to peace and security in the region, there are other noteworthy commitments for human rights protection such as the Maputo Protocol on the empowerment of women to which Liberia as a State party is obliged and the Marrakesh declaration on the protection of human rights defenders which is a NHRI party instrument. In addition, the Economic Community of West African States (ECOWAS) continues to influence legislative frameworks, development agenda and programs of member states as they move towards economic, social and political integration. For instance, there have been a number of protocols enacted by ECOWAS to govern trade, free movement of goods, and people among others. INCHR recognizes the ECOWAS Community Court of Justice as a human rights mechanism, and envisages collaborating with the Court in the protection and promotion of human rights within the sub-region

2.3 National Context:

Liberia has suffered a violent 14-year civil war that ended in 2003. The civil war accordingly occurred due to major human rights abuses and violations and therefore, the Independent National Commission on Human Rights (INCHR) was created out of the need to address human rights abuses and violations in Liberia. At current, children's rights have progressed in a variety of areas, though there is still room for improvement. Infant mortality rates have dropped 70 percent since 1990 according to the World Health Organization. However, appreciable care for children is found wanting, especially for male parents who often abandon the children to the care of female parents. The burden created for the single mothers by the male parent abandonment increases the vulnerability of the child and denies them of the full enjoyment of their rights and fundamental freedoms. Children in said conditions are often used in the process of bread winning ventures such as selling and not going to school, never allowed to play, and most likely suffer the stress related violence of the mother.

Primary and junior secondary education is compulsory and tuition-free. However, girls still face barriers to attaining an equal education as do students with disabilities. Child abuse, child marriage and even infanticide of children with disabilities are severe human rights violations that still occur in Liberia.

A Country Tour on the human rights situation in Liberia conducted by the INCHR in November, 2021 found that the sanitary conditions in prisons is poor and there is limited provision of medicines and medical care as well as inadequate food to feed prisoners. Additionally, INCHR found that significant number of those in prisons have not been trialed for acts or crimes they were accused of. Also, the tour identified other human rights concerns including poor health services, lack of teachers in public school to provide education to school going children, force and early marriages, harmful practices such as trial by ordeal, FGM, etc.,

The Decent Work Act prohibits child labor, forced or compulsory labor, and other forms of harsh treatments against workers. Workers are not barred from organizing or joining unions, hold demonstrations or strike actions. National standard for pay are made known to companies and workers and discrimination against workers is also prohibited. However, enforcement of some of these laws has been poor. For example, there is widespread discrimination in employment based on gender and disability. In addition, though the formal work sector is highly regulated, the informal sector, where 85 percent of citizens work, is not. This leaves the vast majority of workers vulnerable to exploitation and dangerous working conditions.

As a body established by law to have assessed the Liberian civil war and determine causes, actors, crimes, victims, and a way forward, the Truth and Reconciliation Commission (TRC) released its final report in June, 2009 with two hundred and seven (207) recommendations grouped into five (5) key categories: Historicity, Memorialization, Reparations, Criminal Accountability and Reconciliation. Some parts of the recommendations such as Palava Hut mechanism to address misdemeanors committed during the war are being implemented while

INCHR Strategic Plan (2022-2027)

others are yet to be touched. To date, unaddressed cases and grievances of victimization of individuals and communities during the Liberian civil conflict remain an impediment to achieving genuine post-war healing, reconciliation and peaceful coexistence in local communities.

2.4 Summary Analysis of Human Rights Situation in Liberia:

Liberia has made progress in its protection of political rights. Presidential and legislative elections in 2017 were considered to be free and fair, same with the by-election of 2021. Women and persons with disabilities are fully allowed to participate in the political process, and the number of women running for public office has increased. The passage of the Affirmative Action Act, calling for the minimum of 30% candidature of women in their political parties is a significant step in enhancing civil and political rights for women.¹

At current, children's rights have progressed in a variety of areas, though there is still room for improvement. The enactment of the Child Rights Law and other interventions for the welfare, growth, and development of the child are all steps in the right direction. For example, at the JFK Medical Center, child patient age 1 to 5 years are given free treatment. Infant mortality rates have dropped 70 percent since 1990 according to the World Health Organization. On the other hand, children as bread winners, child marriage, infanticide of children with disabilities, and drug and substance abuse are severe human rights violations that still hunt the nation. The space for children's right to play is shrinking and the protection of children from negative influences such as drug use, violent approaches to issues, prostitution, and early exposure to material things as money is waning and needs to be addressed.

Sexual gender based violence (SGBV) is trending in an upward direction. Rape, especially with children is beginning to rise after a period of relapse; likewise, the sodomy of little boys. Domestic violence against women is down but the accountability of violators brought before relevant authorities is not rigidly enforced. The efforts of the Ministry of Gender and the SGBV advocacy group in providing psychosocial counseling, safe homes, and legal aides to victims are helping significantly in fighting SGBV and advancing the cause for the abused.²

Conditions in Liberian prisons are poor. They are extremely overcrowded and there is a lack of adequate medical care, sanitation, food and water. Pretrial detainees are flooding the prisons and the need to decongest the prison is apparent.

The Government of Liberia continues to demonstrate nominal receptivity to the TRC report released 2009; it has not shown any strong political will to concretely support the implementation of recommendations contained in the report. The report contained about two

¹ Equal Representation and Participation Act of 2016

² MoGCSP 2022 annual Report

hundred and seven (207) recommendations grouped into five (5) key categories: Historicity, Memorialization, Reparations, Criminal Accountability and Reconciliation. To date, unaddressed cases and grievances of victimization of individuals and communities during the Liberian civil conflict remain an impediment to achieving genuine post-war healing, reconciliation and peaceful coexistence in local communities.

Article X Section 48 of the TRC Act states that: “The Head of State shall report to the National Legislature within three months of receipt of the report of the TRC, and on a quarterly basis thereafter, as to the implementation of the Commission’s recommendations. All recommendations shall be implemented. Where the implementation of any recommendation has not been complied with, the Legislature shall require the Head of State to show cause for such noncompliance”. This responsibility, on the part of the government, to ensure that all recommendations are implemented, is not being adequately enforced.

Despite the existence of international, regional and national legal and policy frameworks, corruption in Liberia remains a big impediment to the provision of quality services and the realization of human rights. According to Transparency International’s Corruption Perception Index, Liberia ranks 91 out of the 183 countries and territories analyzed, with a score of **3.2 on the zero (highly corrupt) to 10 (very clean) scale**. Corruption has negatively impacted the enjoyment of all human rights civil, political, economic, social and cultural, as well as the right to development. It affects the ability of the State to protect and fulfill its human rights obligations by diverting the much needed funds from key public services such as health, housing, water and sanitation. INCHR is aware of citizens’ growing dissatisfaction and cynicism with public institutions/duty bearers due to the huge economic burden and limited enjoyment of human rights and fundamental freedoms.

Our nation is a signatory to many conventions and treaties; some of those treaties are yet to be ratified or domesticated. For example, Liberia is a signatory to the abolishment of death penalty but it is yet to be domesticated. Also, compliance with other international, regional, and national instruments is found lacking.

Chapter Three: Strategic Focus

3.1 Rationale

This Strategic Plan (2022-2027) is developed to guide the INCHR in achieving its mandate and to provide the focus or compass for the next five years in light of the emerging global, regional, and national trends, specifically on human rights violations. In this regard, the INCHR saw the need to review key aspects of its strategy including its corporate statements so as to better align to the dynamic environment context. As such, the new corporate statements emphasize inclusion of ‘fundamental freedoms’ alongside ‘human rights’ consistent with Chapter III of the

INCHR Strategic Plan (2022-2027)

Constitution of the Republic of Liberia. Similarly, the core values and strategic objectives are sharpened as guiding principles and goals for the coming period

3.2 Strategic Plan Development Process / Methodology:

This second Strategic Plan (2022-2027) is developed through a participatory process involving the Commissioners, staff of the Secretariat and key stakeholders in both public and private institutions including the civil society. It commenced with the review of the first Strategic Plan (2016-2021), other key institutional and sector documents, data collection, and working session. The inputs received from the various processes were then reviewed, analyzed, shared and compiled into a draft strategy document. The draft strategy document was further discussed, reviewed and now awaiting validation with key partners. When validated and endorsed, the document then culminated into the Independent National Commission on Human Rights (INCHR's) Strategic Plan 2022 to 2027.

3.3 INCHR Strategic Plan Theory of Change

INCHR's theory of change for the period 2022-2027 is summarized as follow: INCHR seeks to enhance public knowledge and the protection on human rights and fundamental freedom, forge compliance of national institutions with human rights standards and hold duty bearers accountable for violations and abuse of human rights.

3.4 SWOT Analysis

A review of the INCHR's immediate environment was conducted using a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis by the Commissioners and Staff. A SWOT analysis helps an organization to identify its internal strengths and weaknesses as well as its potential opportunities and threats. The INCHR will build on its strengths, utilize opportunities and endeavor to mitigate the effects of threats and weaknesses. Table 1 below in Annex 2 presents a summary of these factors as well as the strategic responses to those situations.

Table 1: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">✓ Committed Staff: committed and skilled staffs that are willing to work and learn.✓ Tenure Status: INCHR can implement its mandate without fear or favor in line with its statutory mandate and the Paris Principles.✓ 'A' status accreditation: membership, representation and voice with regional and	<ul style="list-style-type: none">✓ Inadequate resources: with limited government budgetary support for only personnel and headquarters rental, the need for robust resource mobilization.✓ Poor visibility: The need for communication and branding strategy and infrastructure.✓ No regional and county offices: human rights officers/monitors are in the counties but

INCHR Strategic Plan (2022-2027)

international bodies and networks.	no place to sit and work from. The need for the setting up of regional and county infrastructures.
Opportunities <ul style="list-style-type: none"> ✓ Relationship with Regional and International reporting mechanisms: Continuous engagement with the accountability and reporting mechanisms ✓ Strategic Partner(s): partners prepared and willing to give technical and financial support to the INCHR. 	Threats <ul style="list-style-type: none"> ✓ State failure to implement recommendations from human rights situation reports. ✓ Increasing wave of violence and mob justice.

3.5 Stakeholder Analysis

A stakeholder analysis was undertaken to gather and analyze qualitative information to determine whose interests should be taken when developing and implementing this Strategic Plan. The INCHR will use the information as part of its stakeholder management. It is expected that the stakeholders will also meet their obligations as stipulated. Table 2 in Annex 2 below presents the stakeholder analysis.

Table 1 Stakeholder Analysis

Stakeholders	Commission's Expectations	Stakeholder's Expectation
Executive	<ul style="list-style-type: none"> ✓ Compliance with international human rights standards and adherence to recommendations/decisions of the INCHR and International human rights bodies 	<ul style="list-style-type: none"> ✓ Serve as the source and lead for human rights information.

Legislature	<ul style="list-style-type: none"> ✓ Ratification and domestication of all International treaties. ✓ Ensure that proposed legislation and laws are consistent with international human rights standards and principles. ✓ ✓ Review existing laws to ensure compliance with human rights standards ✓ 	<ul style="list-style-type: none"> ✓ Continuous engagement with the legislature in all law making process to ensure compliance with human rights standards.
Judiciary	<ul style="list-style-type: none"> ✓ Enhance human rights jurisprudence to protect and uphold fundamental rights and freedom. ✓ Ensure speedy trial of cases on docket. 	<ul style="list-style-type: none"> ✓ Referral. ✓ Public interest litigation.
Civil Society Organization(s)	<ul style="list-style-type: none"> ✓ Collaborative Advocacy at various levels. ✓ Information sharing. 	<ul style="list-style-type: none"> ✓ Redress to report Human Rights Violations. ✓ Capacity building.
Private Sector	<ul style="list-style-type: none"> ✓ Ensure the respect for human rights and the full application of the UNGPs on Business and 	<ul style="list-style-type: none"> ✓ Partnership and support for the integration of BHR principles in their operations.

	Human Rights.	✓ Provide an environment for non-Judicial remediation
Development Partners	<ul style="list-style-type: none"> ✓ Tangible and Foreseeable support. ✓ Financial and technical support. 	<ul style="list-style-type: none"> ✓ Accountability and Transparency for allocated resources. ✓ Measurable results
General Public	<ul style="list-style-type: none"> ✓ A society that is respectable of human rights. ✓ Peaceful coexistence and reconciled communities. 	<ul style="list-style-type: none"> ✓ Access to redress and remedies. ✓ Ensure the promotion and protection of human rights and freedoms.
Staff	<ul style="list-style-type: none"> ✓ Teamwork ✓ Client focus ✓ Efficiency ✓ Professionalism ✓ Discipline ✓ Goal oriented and results focus 	<ul style="list-style-type: none"> ✓ Conducive working environment. ✓ Provision of training and enhanced capacity through training. ✓ Better term and condition of service. ✓ Motivation base on incentives.

3.6 PESTLE Analysis

The Political, Economic, Social, Technological, Legal and Environmental (PESTLE) analysis was undertaken. This exercise enables the Commission to examine and describe the forces in which it operates with a view to knowing the factors that will either support or impede the

process of implementing the strategic plan. Table 3 in Annex 2 below presents the Pestle analysis.

Table 3: PESTLE Analysis

Factors	Issues	Effect
Political factor	Lack of political will in the remediation of human rights violation and abuse	Increased in the number of human rights violations and abuses Laws and policies are not aligned with human rights standards and principles
Economic factor	Inadequate funding by the state	The mandate of the Commission is not fully fulfilled,
Social factor	Harmful cultural practices	Limited scope in the promotion and advocacy for human rights
Technological factor	lack of modern ICT infrastructure	Low productivity
Legal factor	The INCHR has limited enforcement powers. There are provisions of the Act that requires clarification (i.e. Term of service)	Non adherence and non-implementation of decisions and recommendations from the Commission Challenge to the INCHR re-accreditation status
Environmental factor	Climate Change and human rights	Food insecurity and threat to human survival

3.7 Strategic Objectives, Outcomes and Strategies

During the performance period of this Strategic Plan, the INCHR will pursue four (4) strategic objectives that it believes will be crucial in realizing increased enjoyment of human rights and fundamental freedoms by all. These Strategic Objectives are as follows:

- 1. Strategic Objective 1:** To promote and strengthen a culture of human rights awareness and the protection of fundamental freedoms amongst the public;
- 2. Strategic Objective 2:** To engage relevant actors for human rights-based reforms and compliance with international, regional, and national instruments.
- 3. Strategic Objective 3:** To extend and strengthen INCHR's corridors and platforms around the Country for appropriate redress, accountability for human rights violations and respect for the rule of law; and,
- 4. Strategic Objective 4:** To galvanize technical support for the wholesome capacity, efficiency, and national visibility of the INCHR and to strengthen peace and reconciliation through the implementation of the TRC Recommendations or post conflict transitional justice mechanisms.

Focus Areas	Current State	INCHR Strategies	Future State
SO1: Culture of human rights among the public	Limited knowledge on human rights and obligations	Public awareness; partnerships with CSOs including PUL, MOE, Tertiary Education; electronic and print media awareness campaigns; HR in learning institutions; behavior change models	Empowered Right holders Public who claim their rights and are responsible citizens and residents.
SO2: Observance of human rights principles and standards by all public and private institutions and laws	Human rights principles not adequately mainstreamed in key institutions and laws	Monitoring, researching, and advocating for compliance with policies, legislations, laws and processes; institutional human rights audits; international and regional human rights bodies and mechanisms reviews;	Duty Bearers respect Human Rights; Increased observance and compliance to human rights standards and principles by duty bearers.
SO3: Redress and	High number of	Complaints	Justice in cases of

INCHR Strategic Plan (2022-2027)

accountability for human rights violations, and respect for the rule of law	human rights violation cases in both private and public spheres, disregard for the rule of law and court orders	processing; ADR; Strategic Partnerships; Adjudicative hearing Panels; Legal aid forums	violation and abuse Improved; Access and administration of Justice enhanced, accountability and respect for the rule of law increased;
SO4: Institutional capacity building for efficiency, increased County presence and regional coordination; and, post conflict or transitional justice mechanisms for peace and reconciliation	Inadequate resources for staff capacity building and adoption and implementation of existing and emerging human rights programs; limited county access, low visibility and regional coordination; inadequate implementation of the TRC recommendation in keeping with Chapter XIX Section 48 of the TRC Act.	Internal systems improvement and knowledge management, County presence and regional coordination; Partnership building, networking, and resource mobilization; Innovative programs as vehicles to implementing the TRC recommendations.	INCHR strengthened capacity for efficiency; increased connectivity and collaboration with partners; increased reconciliation on post conflict grievances at community level

3.7.1 Strategic Objective 1: To promote and strengthen a culture of human rights awareness and the protection of fundamental freedoms amongst the public

In its analysis of the human rights situation in the country, the INCHR identified several issues that continue to hinder the enjoyment of human rights and fundamental freedoms. The INCHR has observed a general ignorance on the part of the public on what their rights are and hence they are not able to claim their rights. In instances where human rights violations have occurred, the public again is disadvantaged because they have little or no knowledge of the institutions or mechanism through which they can seek information, redress and accountability against those who violate their rights. Whereas the public are the rights holders, the INCHR notes that they too hold obligations as members of the public and that fulfillment of those obligations would lead to a better enjoyment of human rights and fundamental freedoms.

Lack of participation by the public in decision making on public affairs leads to further human rights violations. If the public does not participate in key decision making processes as required by Article 7 of the Constitution of Liberia, such as resource allocation and ensuring that their

INCHR Strategic Plan (2022-2027)

voices are heard, decisions made by the duty bearers on behalf of the people are likely to be ignored and disregarded. It has been observed that in most cases, decisions made on behalf of the people are often not responsive to the immediate needs of the public and in some cases they serve the selfish interest of the duty bearer, leading to discontent among the public.

Human rights defenders, as advocates of the public for redress to violations, continue to face the wrath of a justice system and a public that does not understand their work. Citizen protests against lack of government's accountability have in some cases been met with harsh if not disproportional force, sometimes resulting into injuries, death and prosecution. Cultural practices are in some cases impediments to the acceptance of human rights principles. Retrogressive cultural practices in some instances and perception of human rights principles as foreign practices tend to hinder human rights work. Public ignorance and disempowerment will make Liberia a society characterized by inequality, cynicism, instability, vulnerability, among other challenges. In order to address these challenges, the INCHR will use the following interventions and strategies:

- **Strategies:**

INCHR seeks to employ the following strategies aimed at achieving the objective mentioned:

(i) **Enhance Public awareness and education on human rights:**

INCHR will conduct public education for right holders on human rights and civic responsibilities using human rights messages on a variety of publicity materials to reach the diverse audience. This will be through works of art, media, academic and cultural institutions including exploring innovative use of social media and e-learning to reach the diverse audience.

(ii) **Engage in human rights accountability, audit and advocacy platforms and campaigns:**

INCHR will work with local community structures; civil society organizations, community based organizations, faith based organizations, and human rights defenders to reach out to members of the public. The INCHR will also strengthen the capacity, structures and systems of human rights defenders for their better response to human rights violations. Emphasis shall be placed on enhancing public participation in decision making at the county and national levels.

(iii) **Integrate human rights principles and standards in formal and informal learning institutions:**

In order to inculcate a culture of human rights observance, INCHR will make deliberate efforts to integrate human rights principles and standards in formal and informal learning institution through curricular and extra-curricular activities.

- **Outcomes:**

The intended final outcome from using these strategies is an 'empowered public that is able to claim their rights and honor their obligations'. Intermediate outcomes include:

- a) Enhanced public knowledge on human rights and obligations;

INCHR Strategic Plan (2022-2027)

-
- b) Strengthened human rights accountability and advocacy structures;
 - c) Increased public participation in decisions making at the ward, county and national governments and
 - d) Human rights principles and standards integrated in formal and informal learning institutions.

- **Target Partners:**

INCHR will partner with State structures, UN Country Team, International Partners, Human Rights Defenders and formal and informal learning institutions to integrate human rights in learning institutions.

3.7.2 Strategic Objective 2: To engage and collaborate with relevant human rights actors for human rights-based reforms and compliance with international, regional, and national instruments.

Chapter III of the Constitution of the Republic of Liberia guaranteed fundamental rights for all persons and so therefore all persons and State organs have an obligation to promote and protect human rights. All State organs and all public officers have the duty to address the needs of vulnerable groups within society including women, older members of society, persons with disabilities, children, youth, members of minority or marginalized communities and members of a particular ethnic, religious or cultural communities.

There is a need to ensure that laws and policies by public and private institutions and organs adhere to the basic human rights principles and standards. It is important that legislative and policy making processes deliberately imbibe the human rights-based approach. The growth in building and construction, commercial farms, manufacturing and exploration of natural resources presents significant human rights challenges. These range from workplace rights, environmental degradation, including pollution, sustainable use of resources, and lack of transparency in sharing of resources, land ownership and general disregard of local laws by foreign companies. The INCHR has previously documented many gross human rights violations and abuses in certain business sectors including large scale concession companies. Under the duty to protect, the government bears the responsibility to ensure that existing and impending laws, policies, and regulations in themselves do not in any form and manner infringe on the fundamental rights and freedoms of people; that where such condition exists, the opportunity for reform should be embraced by State actors in order to address the wrong. The government must also put in place policies and laws to ensure that individual rights are not violated and abused by business enterprises and concessions. In the event the violations occur, that appropriate effective remedy is provided for. Liberia is a member of various regional and international treaties and conventions.

Absence of quality data has been a major challenge not only to international reporting but also in monitoring human rights work. In order to address these challenges, the INCHR will use the following strategies:

- **Strategies:**

(i) **Capacity building of INCHR staff on Human Rights-based Approach and Law Drafting**

INCHR will work with its partners to mobilize support for the training of selected staff in law review and analysis and legislative drafting. Said skill set will empower the INCHR to identify inscriptions, phrases, descriptions, and or provisions of a law or policy that are found to be unfriendly to human rights standards. Said law or policy can be brought to the attention of policy actors for reform, using the human rights based approach. Additionally, the skill in legislative writing can be used to empower the INCHR provide technical support to institutions such as concession companies or businesses, or, lawmakers wanting to put forth a bill.

(ii) **Capacity building of duty bearers on human rights principles and standards:**

The INCHR will continue to support institutions in the integration of human rights principles and norms in policies, practices and processes of the duty bearers through Human Rights Based Approach (HRBA) training.

(iii) **Advocacy for HRBA in the administration of justice and appropriate justice systems and mechanisms:**

The INCHR will continue to advocate for the infusion of Human Rights Based Approach (HRBA) in the country's justice system. This is to ensure justice actors are equipped with prerequisite human rights skills to enable them deliver on their mandate. There will be more systematic engagement and robust contribution with various taskforce, committees and working groups especially those that have been formed by various State organs. The INCHR will also deliberately target judicial colloquiums, administration and the judicial training institute to share lessons learnt in various judicial and quasi-judicial engagements, infuse human rights based approaches in justice related dispute resolution courts, or committees. In the broad theme of transitional justice, the INCHR will engage various stakeholders to advocate for establishment of a reparations mechanism that will address historical human rights violations. Based on the recommendations of the Truth and Reconciliation Commission Report, INCHR will work to support and to participate in processes leading to the establishment of a reparation mechanism in Liberia. The INCHR, alongside local authorities and affected communities will help to identify locations for symbolic reparation projects such as memorial monuments.

(iv) **Audit and monitoring compliance with human rights principles and standards in Public and Private Institutions:**

The INCHR will undertake review of select laws, policies and programs at national and county levels to ascertain their level of compliance with human rights standards and principles either on

INCHR Strategic Plan (2022-2027)

its own motion or upon request by duty bearers. INCHR will also prepare and disseminate advisories on select laws and policies; and, monitor implementation of selected international treaties including mainstreaming of rights of special interest groups including persons with disabilities across institutions. INCHR will continue to audit the compliance of human rights standards by public and private actors and document findings and make recommendations. These targeted institutional visits and audits will seek to determine compliance or otherwise with human rights principles and standards in public and private Institutions.

(v) **Evidence-based research on specific thematic issues of national interest aimed at promoting and pre-empting human rights violations:**

INCHR will leverage on human rights data from other key data institutions and complement with its own to inform planning and interventions. As such, INCHR will strengthen its collaboration with LISGIS and other partners to strengthen data collection, disaggregation, dissemination and analysis with regard to human rights and especially SDG 16 of the 2030 Sustainable Development Agenda.

(vi) **Monitor State compliance with international, regional and national reporting obligations:**

INCHR will continue to engage in the State-led report preparation processes. It shall also sustain engagements with other State and Non-State actors which is geared towards achieving compliance with national, regional and international human rights obligations. These engagements will also provide forums for dialogues and follow-ups on the INCHR's recommendations among various duty bearers and provide platforms for capacity strengthening. The INCHR will also engage in advocacy for the ratification of Convention for the Protection of All Persons from Enforced Disappearance, Convention on the protection of the rights of all migrant workers and members of their families, amongst others.

(vii) **Engagement with key international, regional and national human rights bodies and mechanisms:**

INCHR will continue to leverage on its "A" status and as an NHRI with an affiliate status with the African Commission on Human and Peoples' Rights to actively engage with regional and international forums. In doing so, INCHR will interact closely and support the State and other CSOs towards achieving compliance.

With these strategies, it is expected that public and private institutions will deliberately mainstream human rights based approach in their processes and operations. The shift of focus to human rights based development would lead to better business working environments and improved service delivery particularly in the public sector. Evidence-driven human rights programming and interventions will ensure that human rights violations are anticipated and averted before they even occur. It is hoped that the goodwill enjoyed by the INCHR and the

sustained dialogues will positively translate to increase uptake of its recommendations and advisories by the relevant duty bearers.

- **Outcomes:**

The intended final outcome from using these strategies is ‘Increased observance of human rights standards and principles by duty bearers.’ Other outcomes include:

- a) Human rights protection mainstreamed in the processes and operations of selected public and private actors.
- b) Increased application of HRBA in public laws, policies, administrative regulations, and the judiciary and other appropriate justice resolution systems and mechanisms.
- c) Enhanced state’s compliance with national, regional and international instruments relating to human rights.
- d) Human rights data used for evidence-based planning, programming and reporting.
- e) Strengthened engagement with and recognition by key human rights bodies and mechanisms.
- f) Fulfillment of obligations including timely reporting; increased implementation of recommendations of treaty bodies; withdrawal of unnecessary reservations and enhanced participation in international/regional human rights forums.

- **Target Partners:**

The INCHR will work closely with all State organs and offices at the national and county levels to encourage and ensure compliance with human rights standards. Private entities falling within the various sectors will also be targeted to enhance complementarity. INCHR will enhance its partnership with the UN Country Team as well as strengthen interaction with NANHRI, NANHRI-WA and GANHRI at the regional and global levels respectively. CSOs remain crucial partners in the work of the INCHR, particularly, in monitoring and advocating for state compliance.

3.7.3 Strategic Objective 3: To extend and strengthen INCHR’s corridors and platforms around the Country for appropriate redress, accountability for human rights violations and respect for the rule of law,

In the recent past, human rights reports have highlighted cases of human rights violations in both private and public spheres as well as disregard to the rule of law. The prevailing state of affairs coupled with lack of accountability on the part of duty-bearers is resulting in a culture of impunity which impedes the realization of human rights, limits public services and effective redress to human rights violations. Despite constitutional provisions to actualize effective redress for human rights violations through the judiciary and other appropriate justice mechanisms, there remains mistrust by the public in the utilization of these justice mechanisms. The above challenges have resulted in widespread human rights violations and hindered access to justice for

survivors and families of victims. To address the above challenges and enhance redress and accountability for human rights violations, the INCHR intends to adopt the following strategies:

- **Strategies:**

(i) Complaints receipt, processing and investigations:

The INCHR will continue to receive all alleged human rights violations directly through any of its offices, based at the headquarters in Monrovia and all its monitors in the counties. The complaints will be processed within reasonable time guided by its Complaint Handling Manual. This process will be submitted through the INCHR admissibility criteria and recorded through the Complaints Management System (CMS). If admitted, the complaints will be investigated and a report on human rights violations and possible remedies documented. The reports of the investigation shall be shared and recommendations forwarded to relevant institutions. The INCHR will maximize on strategic partnerships and existing national platforms like referral partners' networks. The INCHR will convene complaints handling referral partners through quarterly meetings and periodically hold public complaint hearing. This partnership will foster joint public forums aimed at ensuring an effective and efficient resolution of complaints. Further, the INCHR will leverage on ICT to ensure efficiency in complaints receipt, processing, storage, reporting and trends analysis.

(ii) Strategic public interest litigation and post judgment implementation:

Public Interest Litigation (PIL) is one of the means by which the INCHR will influence policy direction through the judicial process. INCHR will develop and operationalize a PIL policy that will guide the institution on the ingredients of public interest, litigation strategic options and post judgment implementation strategies. This will easily and quickly guide decision making on appropriate litigations to undertake, budgeting and planning. INCHR will participate in PIL through either originating petitions in its own name or joining existing petitions filed or to be filed by other parties which have a major public interest component either as amicus curiae or an interested party.

INCHR will also provide technical advisory opinion based on the specific requests and institutional capacity to any State or non- state institution or organ and/or person who is interested in filing a PIL on any emerging area of interest within the human rights sector. INCHR will develop and implement a Post Judgment Implementation policy and strategy based on the outcomes of significant public interest cases that impact on the promotion and advancement of human rights principles and standards. A digital system will be developed to include a Dispute Resolution component that will be used to document the various redress cases that are identified through the complaints receipt process, court orders or referral and another institutional referrals. This digital platform will be used to record, refer, analyze trends and report all redress initiatives undertaken by the INCHR.

Establish Regional offices for hearing of complaints

The presence and services of the INCHR need to be felt in all counties of the Country. The head office in Monrovia has its public hearing mechanism it envisages the establishment of regional offices for the hearing of cases also. This will contribute significantly in increasing INCHR's visibility and confidence from the public.

- Outcomes:

These interventions will assist the INCHR to achieve the long term outcome of 'enhanced accountability for human rights violations and respect for the rule of law'. Intermediate outcomes will include:

- a) Improved access and timely processing of human rights complaints;
- b) Improved resolution of human rights violations;
- c) Increased use of ADR in resolving human rights complaints and
- d) Increased visibility of INCHR in the Counties
- d) Increased application of HRBA in both the judiciary and other appropriate justice resolution systems and mechanisms.

- Target Partners:

The INCHR will work with existing national platforms like the Transitional Justice Working Group and with other development partners, traditional elders to enhance the use of PIL and ADR in dispute resolution in an effective and efficient manner.

3.7.4 Strategic Objective 4: To galvanize technical support to enhance INCHR capacity, efficiency, and national visibility and also rally stakeholders' support for the effective implementation of post conflict transitional justice mechanisms .

INCHR realizes the need to increase its potential to marshal its resources and improve internal processes in order to realize its mandate and deliver on this Strategic Plan. The INCHR's traditional structures and systems have hindered the ability to generate new and diverse flexible forms of engagement. It has not been able to provide quality, consistent and uniform branding and communication both internally and externally, high quality work and programs, as well as maintain an energetic and motivated human resource. Access to the INCHR's services has also been restricted due to limited presence of the INCHR through the various regional offices.

INCHR has its headquarters in Monrovia and want to increase its presence with regional offices in the five (5) regions of Liberia; Gbarnga (Bong County); Tubmanburg (Bomi County); Zwedru (Grand Gedeh County); Buchanan (Grand Bassa County) and Greenville (Sinoe County). INCHR have human right officers/monitors in all the fifteen counties of Liberia. Finally, given the centrality of data and the vast generation of information, INCHR needs to enhance its knowledge management efforts towards a systematic and efficient system that will address confidentiality and learning. Uniformity in standards, processes and systems within the INCHR is crucial. INCHR has gaps with standardizing processes such as resource allocation,

INCHR Strategic Plan (2022-2027)

communication, storage of information, performance management strategies/objectives, codes and standards, human resources, a national office of its own, regional offices, among other gaps. The current number of staff is inadequate to deliver fully on the mandate of the INCHR.

There is also a lack of proper utilization of internal skills and capacity, skill improvement, inappropriate distribution of work, skills and capabilities and lack of matching resources to the amount of workload. The INCHR also lacks adequate financial and technical resources to cater for the implementation of programs. The INCHR's resource mobilization strategy has not been robust enough to address the emerging resource needs of an "A" Status NHRI. The challenges have resulted to: inconsistent branding and communication both internally and externally, inconsistent quality of work, inefficiency, inefficient allocation of staff and workload, staff stress, strain and lack of morale among staff.

Overall, these problems have served to undermine the INCHR's ability to: effectively meet its mandate; and maintain its standing as an 'A' status National Human Rights Institution (NHRI) within the regional and Global Alliances of NHRIs. In order for the INCHR to realize its mandate and deliver on this Strategic Plan, it will need to strengthen its internal capacity.

- **Strategies:**

(viii) **Increase Public Accessibility:**

INCHR will ensure full representation in all the fifteen (15) counties, and strengthen her regional presence. Further, INCHR will continue to partner with local state authorities to promote the establishment of county coordinating committees and district human rights committees for the implementation of the National Human Rights Action Plan.

(ix) **Enhance Resource Mobilization:**

INCHR will develop and implement a resource mobilization strategy to explore new funding channels including local philanthropic resources, and intergovernmental agency collaboration. The Government of Liberia is obligated by Article XIX of the INCHR Act to provide adequate funding for the fulfillment of the INCHR's Mandate. INCHR will lobby the legislature for increment in the allocation, and timely release of resources through the National Budget. In addition, INCHR will seek to establish and strengthen strategic partnerships with new and existing development partners towards further diversification of its funding sources.

(x) **Enhance human resources and inculcate a performance culture:**

INCHR will review and strengthen its performance management system at the policy, management and operational levels.

(xi) **Improve organizational process and standardization:**

The INCHR will develop new and review its internal functions, policies, manuals and procedures to ensure they align with the best practices and standards, judicial precedents, and stakeholder feedback on the generality of functions of NHRIs. This will ensure a proper and consistent implementation of policies that enhance effective service delivery and the INCHR brand as an "A" Status NHRI. This includes strengthening its internal Audit and Risk function; streamline

INCHR Strategic Plan (2022-2027)

the financial management and supply chain processes towards instituting a Quality Management System (QMS). The QMS will help coordinate and direct the INCHR's activities to meet service delivery and regulatory requirements and improve its effectiveness and efficiency on a continuous basis. Further, INCHR will also seek to review and institutionalize its knowledge management system towards the establishment of a specialized resource center for research and dissemination of human rights knowledge, integrated and enhanced learning, planning and retention of valuable human rights information that is generated daily. INCHR will also seek to enhance its Monitoring and Evaluation System (MES); review and institutionalize its knowledge management system; and, strengthen its specialized resource center catering to research and dissemination of Human Rights knowledge all towards sustaining a learning culture across the organization.

(xii) Improve visibility and brand of the INCHR:

INCHR will develop, distinguish and implement a comprehensive communication and branding strategy. This will enhance the corporate brand, visibility, inter agency and State collaboration and public awareness in respect to the; who, what, why, how and where of the INCHR.

(xiii) Leverage on technology for programs and operations:

INCHR ITC Infrastructure has experienced serious setback for many reasons; however, INCHR will endeavor to utilize ICT to enhance service delivery and institute quality management systems. INCHR will also ensure that it deploys assistive technology to support persons with disabilities including staff of INCHR and members of the public. As part of human rights education, INCHR will endeavor to setup an e-training portal that's accessible via multiple platforms and devices. Through the SMS distribution and analysis system and newsletter email distribution services the INCHR will continuously disseminate and continually engage with members of the public and other stakeholders. Other technologies and systems to be deployed will enhance the efficiency and effectiveness of the organization.

(xiv) Enhance Financial controls and management:

In the period, the INCHR will further enhance its financial controls and management by strengthening financial management and broadening use of information technology. This will be achieved by the Finance Unit providing technical support to staff on organizational financial controls and management; alignment of program and financial management procedures; and full automation of accounting and financial reporting towards prudent use of financial resources and timely reporting.

(xv) Enhance Planning, Monitoring, Evaluation and Knowledge Management:

The INCHR will aim to strengthen its management of organizational results and knowledge by building staff capacity on planning, monitoring and evaluation through coaching and mentorship; development and/or review of institutional documents and tools that guide Planning, Monitoring and Evaluation; and conducting frequent reviews for assessing progress and learning. The

Department of Planning, Internal Monitoring & Evaluation will leverage on technology to improve Data collection and knowledge management for organizational learning.

ix) Enhance Supply Chain Management:

INCHR through the Procurement Unit will aim to improve acquisition of quality goods, works and services by enhancing inventory management; monitoring contract implementation; supporting regional offices in supply chain management; and undertaking market surveys.

(xvi) Enhance Internal Audit Function & Risk Management:

INCHR will aim to further strengthen its governance, risk management and internal control processes by undertaking internal audit reviews aimed at enhancing and protecting organizational value through the provision of risk based objective assurance, advice and insight. It will also support and collaborate with its Internal Audit Committee towards fulfillment of the latter's oversight responsibilities.

(xvii) Promote the use of appropriate dispute resolution mechanisms:

In the bid to end the war, the Government of Liberia and warring groups signed a Comprehensive Peace Agreement (CPA) in August, 2003. As part of the CPA, warring factions leaders agreed to establish a truth and reconciliation commission (TRC) to "...seek to establish the truth through a public dialogue which engages the nation about the nature, causes, and effects of the civil conflicts", with the aim to promote peace, justice, and reconciliation. The TRC released its final report in June 2009. The report lays bare the massive human rights abuses including rape and sexual based violence, the use of child soldiers, and the wanton killings of innocent civilians, often through public executions and massacres. The report argues that in order to dismantle impunity and set Liberia on the path of healing, a mix of prosecution, lustration, and national healing through truth-telling, reparation, and memorialization—followed by strong democratic and justice and rule of law institutions—is urgently needed.

To repair broken communities, the report recommended a traditional Palaver Hut system to facilitate community-based accounting and atoning and the resolution of war-induced conflicts, "The Palava Hut is another form of justice and accountability mechanism with traditional orientation to foster national healing and reconciliation at the community and grass root levels creating the opportunity for dialogue and peace building."

In view of the aforementioned, the INCHR will undertake the following:

- Facilitate greater citizen understanding and appreciation of the TRC report/recommendations and the social, political, economic and peace and security dividends the country stands to accrue from the full implementation of the report/recommendations.

-
-
- Help mobilize popular preference of and demand for accountability in relation to human rights violations and other wrongs committed during the war, either through formal or informal justice processes prescribed by the TRC based on the gravity of the violations.
 - Empower local communities to help foster post-conflict healing, reconciliation and social cohesion by hearing and resolving yet-to-be addressed cases of war-related wrongs of lesser gravity through organized community dialogues.

- **Outcomes:**

These interventions will help INCHR achieve ‘Increased efficiency, effectiveness, visibility and sustainability of the Human Rights Commission.’ Other outcomes will include:

- a) Improved access to human rights information, materials and services;
- b) Increased funding for core mandate and adjunct functions;
- c) Improved staff performance, retention and general well-being;
- d) Improved internal business processes and standardization;
- e) Enhanced public awareness and understanding of the National Commission;
- f) Technology leveraged in INCHR’s programs and operations;
- g) Enhanced organizational planning and financial management;
- h) Improved management of organizational results and knowledge;
- i) Improved procurement and asset disposal;
- j) Enhanced risk management, internal control and governance processes; and,
- k) Community level peace building, reconciliation, and social cohesion enhanced;

3.8 Strategic Results Matrix

The strategic result matrix highlights the INCHR Strategic Focus Areas and Outcome Areas that are related to specific Departments. It derived from technical working sessions that reviewed and decided on key activities of the Departments in line with departments the functions and mandates. The technical working sessions also identified key outputs and output indicators as well as related activities to be implemented to achieve the outcome areas. Finally, the matrix also identifies the time frame for implementing each of the activities – set out in a five year period. Table 1 in Annex 1 below presents the strategic result matrix.

Chapter Four: Implementation Arrangements

Successful implementation of the strategic plan will be undergirded by strategic leadership and governance; adequate human and financial resources; and, an effective risk management system.

4.1 Governance and Organizational Structure

By statute, the INCHR comprises of a Chairperson, Vice Chairperson and five other Commissioners making up the Board of Commissioners and serving on a fulltime basis for a term of six years for the Chairperson and five years for the Vice Chairperson and the other five Commissioners. The Chairperson is mandated to preside over all meetings of the INCHR; be the spokesperson of the INCHR; and, administer and direct the work of the INCHR. Consistent with the Act, the INCHR has currently five administrative departments: Department of Administration and Budget (DAB); Department of Planning, Internal Monitoring and Evaluation(DPIME); Department of Complaints, Investigation and Monitoring (DCIM); Department of Legislative Assistance, Treaty Matters and Law (DLATML); and the Department of Education, Training and Information (DETI) to support carrying out its function.

The secretariat is headed by an Executive Director responsible to the Chairperson and the Board of Commissioners and oversees the day to day running of the INCHR. The Secretariat is structured into departments and units.

4.2 Resource Mobilization

The INCHR, as a State agency, is primarily funded by GoL. Over the last five years ending December 31, 2021, level of GoL's funding averaged at 64% of the total revenue to the INCHR, with development partners providing 36%. GoL has therefore mainly financed personnel allowance, and rent payment while development partners' contributions are utilized for operational cost including the provision, and designated program activities. During this strategic period, both programmatic and operating costs are expected to increase substantially to enable the INCHR fulfill its mandate and fully implement this strategic plan. INCHR will continue to advocate for adequate funding by the state, as provided for in Article XIX of the ACT as well as establishing long-term engagements with development partners.

4.3 Risk Management:

The mitigation of risk in the implementation of the Strategic Plan is solely intended to drive growth, create value and support decision making. This is achieved when responsibilities for the management of risk are clearly understood by both the Secretariat and the Board of Commissioners. Risk management is effective when it is embedded in existing processes. This is achieved when risk management is linked with the development of work plans and aligned with key performance indicators.

Chapter Five: Monitoring, Evaluation and Learning

5.1 Monitoring & Evaluation of the Strategic Plan Implementation

Implementation of the strategic plan will be closely monitored to determine status and also establish the need for amendments in light of a changing internal and/or external operating environment. Monitoring, follow up and control systems will be set up comprising of progress reports, review meetings and reports and financial reports. The Commissioners will receive and review progress reports indicating overall progress made on plan from the secretariat. Monitoring of the work of the National Commission will be done at two (2) key levels: Performance monitoring: This will systematically track progress of activities against the targets, allocated resources and implementing timeframes. Compliance monitoring: This will track compliance with the set policies, procedures and Standards in implementing the INCHR's work. Evaluation will seek to assess the extent to which its set objectives are met and impact made in accordance to strategic objectives.

The strategic plan will be evaluated based on the logical framework and the theory of change. Criteria for the evaluation and related projects and programs will be based on relevance, effectiveness, efficiency, impact and sustainability of the INCHR's interventions. A midterm review of the Strategic Plan will be undertaken in mid-2024 to examine achievements over the first two years against expected results. It will facilitate review of strategies, outcome and indicators so as to inform evidence based adjustments. An end term evaluation will be conducted to determine the overall impact and outcomes against set goals and results.

5.2 Monitoring and Evaluation of Roles and Responsibilities:

The Board of Commissioners, through their oversight responsibilities will ensure that the policies, administrative regulations, programs and services offered contribute to INCHR's vision, mission and reflect the priorities of the Commission. The Department of Planning, Internal Monitoring and Evaluation has the statutory responsibility to ensure that the day-to-day delivery of the programs and services of the organization are of quality, in time, and in line with the activities agreed. The Executive Director directs the day to day running of the Commission and therefore has the responsibility to ensure that all staff performs their tasks in time

INCHR STRATEGIC PLAN	ANNUAL PLANS	WORK QUARTERLY WORK PLANS	MONTHLY WORK PLANS

INCHR Strategic Plan (2022-2027)

FINAL EVALUATION	FINAL REVIEW MIDTERM REVIEW	ANNUAL REVIEW	QUARTERLY REVIEW

5.3 Monitoring, Evaluation and Learning System:

The INCHR will re-align its Monitoring and Evaluation (M&E) results framework with the new strategic plan aspirations to enable effective M&E of its programs and operations. INCHR will strengthen performance and data collection mechanisms to ensure that indicator data on the INCHR work is systematically collected, stored and analyzed. Performance Indicators will be developed in a participatory process to incorporate different perspectives and experience of the staff. The INCHR will enhance capacity of staff in M&E to enable them deliver on their duties in their respective areas of expertise. The INCHR will enhance documentation and use of lessons learnt, good practices from the M&E process for bench marking or future replication. This will be done through periodic reports and reviews. Such M&E and Learning System will provide key information on planning and implementation and therefore assist the commissioners and staff to make evidence-based decisions in their day to day work.

ANNEXES

Annex 1:

Table 1: Strategic Plan Implementation Matrix 2022 – 2027

Goal: A Liberia where the rights of people are protected, abuses and violations are accounted for, and the rule of law is upheld									
Strategic Objective 1: To promote and strengthen a culture of human rights awareness and the protection of fundamental freedoms amongst the public;									
Outcome: An empowered public that is able to claim their rights and honor their obligations									
Strategy(s)	Key Activities	Output Indicators	Implementing years targets					Implementing Department	Indicative Budget USD
			'22	'23	'24	'25	'26		
1.1 Roll out an effective communication strategy and nationalize the training method using local vernaculars	1.1.1. Develop and roll out a training and communication manual and outreach program <i>Baseline: INCHR draft training manual; Several HR education outreach activities (2016 – 2022)</i>	<ul style="list-style-type: none"> Number of trainings conducted utilizing INCHR training and communication manual 	10	10	10	10	10	DETI	20,000.00
	1.1.2 Conducts sensitization campaigns, in the form of open air sensitization and town hall meetings, radio/TV programs, booklets, posters, leaflets, policy briefs, newsletters, billboards, as well as translate materials in user Liberia language/vernaculars <i>Baseline: Several</i>	<ul style="list-style-type: none"> Number of human rights campaigns through town hall meetings conducted per County Number of vernaculars used in promoting human rights messages 	25	25	20	20	20	DETI	30,000.00

	<p>1.1.3 Conduct nationwide human rights education campaigns targeting Schools, Communities, Markets places, Govt. institutions traditional/ Religious Leaders, CSOs/CBOs, Private Sector, Political Parties etc.</p> <p>Baseline: Several</p>	<ul style="list-style-type: none"> Number of school going kids understanding basic principles of human rights disaggregated by sex and county Number of Government institutions traditional/ Religious Leaders trained in human rights 	500	500	400	350	350	DETI	50,000.00
	<p>1.1.4 Advocate for the incorporation of human rights topics in the education curriculum for elementary and high schools</p> <p>Baseline: 2 engagement meetings with the MOE in 2018; & 1 in 2019</p>	<ul style="list-style-type: none"> Number of public/ private schools teaching human rights education 	15	15	15	15	10	DETI	40,000.00
	<p>1.1.5 Foster the establishment of human rights clubs in schools</p> <p>Baseline: 0</p>	<ul style="list-style-type: none"> Number of schools per County with established and trained human rights clubs 	2	2	2	2	2	DETI	30,000.00
	<p>Develop a national human rights education framework</p> <p>Baseline: 0</p>	<ul style="list-style-type: none"> Number of national institutions engaged 	1						15,000.00

	Develop a Training Plan to include technical staff capacity-based trainings <i>Baseline: 0</i>	<ul style="list-style-type: none"> INCHR training plan developed Number of staff capacity built base on training needs 		1					
Strategic Objective 2: To engage relevant actors for human rights-based reforms and compliance with international, regional, and national instruments.									
Outcome: Increased observance of human rights standards and principles by duty bearers									
Strategies	Key Activities	Output Indicators	Implementing years targets					Implementing Department	Indicative Budget
			22	23	24	25	26		
2.1 Regular engagements with Duty Bearers in ensuring national laws are in conformity with international human rights standards and Liberia adheres to its international obligations	2.1.1 Conduct working Sessions with the legislature, MOJ, and Law Reform Commission to discuss factors that relates to timely ratification, domestication amendments and reforms to ensure compliance with international treaties Baselines: <i>5 working sessions with Legislature b/w 2018 – 2022</i>	<ul style="list-style-type: none"> Number of treaties lifted at the legislature for ratification Number ratified treaties domesticated Number bills, public policies reviewed with amendments of human rights concerns provided 	2	2	3	2		DLATML	21,925.00
	2.1.2 Holds follow up Meetings with ministries and agencies to discuss and ensure the timely respond to their respective treaty	<ul style="list-style-type: none"> Number of treaty reports submitted categorize by MACs 	3	3	3	3	3	DLATML	31,060.00

INCHR Strategic Plan (2022-2027)

	obligations. <i>Baseline: 8 follow up meetings with relevant MACs b/w 2016 – 2021</i>								
	2.1.3 Develop indicators to measure the UPR/Treaty bodies implementation and hold consultation meetings to popularize the recommendations	<ul style="list-style-type: none"> Number of recommendations adhered to 	-	-	-	-	-	DLATML	35,340.00
	2.1.4 Prepares alternative or shadow reports on treaty obligations to respective treaty bodies <i>Baseline: 1 Alternative UPR report 2019</i>	<ul style="list-style-type: none"> Ratio of alternative or shadow reports submitted 	3	3	3	3	3	DLATML	14,675.00
	2.1.5 Review proposed and existing bills and conduct working sessions with the legislature on bills with unresolved human rights concerns Baseline: 3 proposed bills (new election law, LACC Act, death penalty) reviewed; 0 working session	<ul style="list-style-type: none"> Number of advisory opinions highlighting human rights concern submitted 	5	7	5	5	5	DLATML	2,150.00
	2.1.6 Conduct public outreach, consultations and engagement fora with national stakeholders and rural	<ul style="list-style-type: none"> Number of engagement meetings with national stakeholders held 	5	5	5	5	5	DPIME/BH RU	32,500.00

INCHR Strategic Plan (2022-2027)

	communities to galvanize national urgency and commitments for a NAP on the UNGPs on BHRs. <i>Baseline: 4 engagements in Montserrado, Nimba, Bassa, and Bomi & over 10 bi-stakeholder engagement b/w 2016 – 2022</i>	<ul style="list-style-type: none"> Proportion of rural community dwellers and concessionaires knowledgeable of the NAP 	500	500	400	400	300		
	2.1.7 Organize programs and activities to commemorate, protect and create awareness for vulnerable and marginalized groups <i>Baseline: 2019 - 2 meetings 2021 – 3 meetings</i>	<ul style="list-style-type: none"> Number of vulnerable and marginalized groups engaged 	5	5	5	5	5	DLATML/ GU	7,320.00
	2.1.8 Work with the legislature, MOJ, Law Reform Commission and other human rights defenders to discuss and review laws that discriminate vulnerable and marginalized groups <i>Baseline: 1 legal opinion to the Legislature on sexual minority rights; 1 engagement meeting with the Legislature - 2019</i>	<ul style="list-style-type: none"> Number of discriminatory laws identified Number of advisory opinions on discriminatory laws proffered 	10	10	10	10	10	DLATML/ GU	21,490.00
	2.1.8 Organizes trainings for traditional chiefs, tribal governors,	<ul style="list-style-type: none"> Number of HTP trainings conducted Number of 	820	1020	820	820	520	DLATML / GU	42,980.00

INCHR Strategic Plan (2022-2027)

	CSOs and social service providers on harmful traditional practices, SGBV, rights of women and children, etc. Baseline: SGBV training - 5, (2018 - 2020);	persons disaggregated by sex trained on HTPs	0	0	0	0	0		
Strategic Objective 3: To extend and strengthen INCHR's corridors and platforms around the Country for appropriate redress, accountability for human rights violations and respect for the rule of law; and,									
Outcome: Enhanced accountability for human rights violations and respect for the rule of law									
Strategies	Key Activities	Output Indicators	Implementing years targets					Implementing Department	Indicative Budget
			22	23	24	25	26		
3.1 Regular and persistent follow, Stakeholder engagements Regular monitoring, documenting and reporting of trending human rights issues, Joint coordination meetings with CSO human rights advocacy groups, Joint county tours and thematic monitoring with OHCHR and CSOs, staff capacity building	3.1.1 Review the INCHR complaint handling manual and develop an abridge or simplify version <i>Baseline: INCHR current approved complaint handling manual; abridge or simplify version – 0</i>	<ul style="list-style-type: none"> Number of simplify complaint handling manuals developed 	500					DCIM	8,000.00
	3.1.2 Conduct expeditious investigations in complaints received utilizing the ADR mechanism where applicable <i>Baseline: over 75 investigation completed (2017 – 2022); 36 resolve utilizing ADR</i>	<ul style="list-style-type: none"> Number of human rights complaints received and investigated disaggregated by sex 	150	150	150	150	150	DCIM	3,840.00
	3.1.3 Conduct public hearings of investigated abuses and or violations committed by duty	<ul style="list-style-type: none"> Number of public hearings held 	2	2	2	2	2	DCIM	25,000.00

INCHR Strategic Plan (2022-2027)

	bearers <i>Baseline: 2 (LNP & CDC – COP – 2022)</i>								
	3.1.4 Follow up on referrals made to appropriate authorities compile and publish regular reports on the status of INCHR recommendations <i>Baseline: over 100 referrals b/w 2016 - 2022</i>	<ul style="list-style-type: none"> Number of cases referred to other MACs Number referred cases completed and findings shared with the INCHR 	50	50	50	50	50	DCIM	4,000.00
	3.1.5 conduct research on various thematic issues and incidences and submit thematic, incidences and or special reports <i>Baseline: 1 thematic report; 5 incidence report (2016 – 2022)</i>	<ul style="list-style-type: none"> Number of incidence or special reports published 	1	1	1	1	1	DCIM / DPIME/ LATML/ET I	48,000.00
	3.1.6 Conduct specialized trainings for human rights monitors and coordinators in arising human rights issues <i>Baseline: 14 (201 – 2022)</i>	<ul style="list-style-type: none"> Number of specialized training conducted 	3	3	3	3	3	DCIM / DAB	240,000.00
	3.1.7 Conduct joint fact finding missions in collaboration with CSOs and other Partners on various human rights themes across the Country <i>Baseline: 5</i>	<ul style="list-style-type: none"> Number of joint fact finding visits per county conducted 	2	2	2	2	2	DCIM	120,000.00
	3.1.8 Review and revise the INCHR monitoring and reporting templates to reflect arising human	<ul style="list-style-type: none"> New thematic areas of human rights concern 	5	-	-	-	-	DCIM/DPI ME/ETI/LA TML	0.00

INCHR Strategic Plan (2022-2027)

	rights issues (BHR, LGBTIQ, Trafficking, etc.) Baseline: Inputs on BHR indicators	incorporated into the INCHR monitoring and reporting template							
	3.1.9 Liaise with the Judiciary to provide adequate and speedy defense for indigents and pretrial detainees Baseline: 16 pretrial released from MCP; 14 from Margibi in 2019	<ul style="list-style-type: none"> Number of pretrial detainees arraign in courts per term 	50	50	50	50	50	DCIM	10,500.00
	3.1.10 In collaboration with the MoJ develop and submit concept papers and proposals to partners for support towards developing NAP for the implementation for the UNGPs on BHRs Baseline: 0	<ul style="list-style-type: none"> Number of partners engaged for the development of a NAP on BHR 	5	-	-	-	-	DPIME/BH RU	0.00
	3.1.11 Work with the relevant GoL institutions, including CSOs and other partners to set up a National Reparations Trust Fund Baseline: 0	<ul style="list-style-type: none"> Number of institutions engaged for the setting up of a National Reparations Trust Fund 	6	6	6	6	6	DPIME/TJ U	6,500.00
	3.1.12 Conduct palava hut talks that promote community based truth - telling, healing and reconciliation Baseline: 6 hearings	<ul style="list-style-type: none"> Number of palava hut talks held categorize by linguistic groups 	2	2	2	2	2	DPIME/TJ U	85,000.00
	3.1.13 Hold public engagement and mobilize public support, understanding, endorsement and participation in the palava hut process Baseline: 6	<ul style="list-style-type: none"> Proportion of citizens aware of the national palava hut process 	2	2	2	2	2	DPIME/TJ U	32,000.00
	3.1.14 Construct community type	<ul style="list-style-type: none"> Number of Counties with 	2	2	2	2	2	DPIME/TJ	100,000.0

INCHR Strategic Plan (2022-2027)

	memorials on identified mass grave sites / massacre sites Baseline: 10 in 9 Counties	at least one constructed memorial							<i>U</i>	0
	3.1.15 Engage relevant institutions/actors to construct a National Peace and Reconciliation Museums Baseline: 0	<ul style="list-style-type: none"> Number of institutions engaged for the construction of National Peace and Reconciliation Museums 	4	-	-	-	-		<i>DPIME/TJ</i> <i>U</i>	8,000.00
	3.1.16 Research and document stories of Massacres Baseline: 1 research on massacres; stories documentation – 0	<ul style="list-style-type: none"> Number of war stories documented 	5	5	5	5	5		<i>DPIME/TJ</i> <i>U</i>	50,000.00
	3.1.17 Monitor & Report on the Implementation of the TRC Recommendations Baseline: 2 draft reports completed	<ul style="list-style-type: none"> Number of reports on the Implementation of the TRC Recommendations submitted 	1	1	1	1	1		<i>DPIME /</i> <i>TJU</i>	10,000.00

Strategic Objective 4: To galvanize technical support to enhance INCHR capacity, efficiency, and national visibility o and also rally stakeholders' support for the effective implementation of post conflict transitional justice mechanisms .

Outcome: Increased efficiency, effectiveness, visibility and sustainability of the Human Rights Commission

Strategies	Key Activities	Output Indicators	Time Frame					Implementing Department	Indicative Budget
			22	23	24	25	26		
4.1 Increase Public Accessibility; Enhance Resource Mobilization; Enhance human resources and inculcate a performance culture; Organizational process	4.1.1 Undertake functional review reassign staff and recruit new staff to fill vacancies that will result from the functional review	Number of departments at optimum size	5	5	5	5	5	<i>DAB</i>	250,000.00

INCHR Strategic Plan (2022-2027)

improvement and standardization; Improve visibility and brand of the Human Rights Commission; Leveraging on technology for programs and operations; Enhance Financial controls and management; Enhance Planning, Monitoring, Evaluation and Knowledge Management	exercise Baseline: 2018 staff review								
	4.1.2 Revise conditions of service and build staff capacity in order to enhance staff retention and improve motivation <i>Baseline: 0</i>	<ul style="list-style-type: none"> Number of staff with enhanced capacity Percentage of staff turnover reported annual 						DAB	150,000.00
	4.1.3 Conduct training, needs assessment, identified capacity gap and roll out internal and external trainings for as required <i>Baseline: KNCHR & NHRI capacity gap assessment report</i>	<ul style="list-style-type: none"> Number of staff with enhanced capacity disaggregated and sex 	1	1	1			DAB	7,500.00
	4.14 Conduct an assessment and open County and Regional Offices across the Country	<ul style="list-style-type: none"> Number of County and Regional Offices opened 	15 5	15 5	15 5	15 5	15 5	DAB	250,000.00

INCHR Strategic Plan (2022-2027)

	Baseline: 0								
4.1.6 Procurement of motor vehicles and bikes, equipment, inter-com and internet connectivity systems, and office furniture and maintain them. Baseline: Vehicles -2, equipment and other office supplies - several	<ul style="list-style-type: none">Number of logistics, office equipment, furniture and supplies procured and distributed per County	-	-	-	-	-	DAB	350,000.00	
4.1.7 Review inventory periodically and identify essential equipment gap and code all assets Baseline: 2020 GSA coding exercise	<ul style="list-style-type: none">Percentage of assets registered and accounted for separated by category	50 %	60 %	85 %	100 %	100 %	DAB	8,000.00	
4.1.8 Design and put in place an Office modernization system at INCHR HQ. Baseline: 0	<ul style="list-style-type: none">Number of departments equipped and adequately functioning	5	5	5	5	5	DAB	75,000.00	
4.1.9 Operationalize policies and management manuals Baseline:	<ul style="list-style-type: none">Number of institutional documents developed/reviewed and operationalizeNumber of institutional documents printed and distributed	15	10	5	2	2	DAB	9,000.00	
4.1.10 17 Develop and operationalize an	<ul style="list-style-type: none">Number of quarterly and annual	5	5	5	5	5	DPIME	0.00	

INCHR Strategic Plan (2022-2027)

	Internal monitoring, reporting and evaluation system that measures progress against planned activities <i>Baseline: INCHR draft M&E policy; Annual and monthly plans template</i>	<ul style="list-style-type: none"> performance reports submitted Number of departmental objectives achieved annually 							
	4.1.11 Adhere to accountability requirements by submitting to external audits and evaluation as required by the BOC, GAC and related institution <i>Baseline: 6 GAC audits, 2 external audits conducted</i>	<ul style="list-style-type: none"> Number of system and financial audits conducted 	2	2	2	2	2	DAB	0.00
	4.1.12 Submit periodic financial reports as required by the PFM Law. <i>Baseline: All quarterly and annual financial reports submitted (2016 – 2021)</i>	<ul style="list-style-type: none"> Number of financial reports compiled and submitted to relevant authority 	5	5	5	5	5	DAB	0.00
	Acquisition of accounting software for effective and efficient recording and reporting of financial information <i>Baseline: QuickBooks software procured</i>	<ul style="list-style-type: none"> Number of units utilizing the software to process transaction Rate of transaction processing time 	1	1	1	1	1	DAB	20,000.00
	4.1.13 Engage relevant partners and sign MoUs/LoAs on coordination and collaboration provide	<ul style="list-style-type: none"> Number of collaboration or coordination agreements signed with national and 	5	5	5	5	5	DPIME	5,000.00

INCHR Strategic Plan (2022-2027)

	trainings where required and hold periodic briefing meetings Baseline: 3 MoUs signed (LISGIS, CSO Platform, LNP)	international partners							
	4.1.14 Conduct regular engagement meetings with national and international partners and mobilize resources to enhance program delivery Baseline: Several	<ul style="list-style-type: none"> Percentage of funding mobilized to support the Commission's activities 	10	10	10	10	10	DPIME	5,000.00
	4.1.15 Coordinate the submission of application and all required documents including statement of compliance with the Paris Principles to the SCA Baseline: 2023 submission	<ul style="list-style-type: none"> Number of required documents submitted Category A of NHRI status achieved 	-	-	-	-	-	DPIME	10,000.00
	4.1.16 Plan and support the implementation of all programs and projects including the Strategic Plan Baseline: 2016 – 2020 SP evaluation report	<ul style="list-style-type: none"> Number of donor sponsor projects or programs coordinated and implemented Number of GoL sponsor projects or programs coordinated and implemented 	-	-	-	-	-	DPIME	0.00
	4.1.18 Support Departments develop or revise annual work	<ul style="list-style-type: none"> Number of work plans developed per department 	60	60	60	60	60	DPIME	0.00

INCHR Strategic Plan (2022-2027)

	plans consistent with INCHR Strategic Plan <i>Baseline: several</i>								
--	--	--	--	--	--	--	--	--	--

Annex 2: List of Tables

Table 1: SWOT

Strengths <ul style="list-style-type: none"> ✓ Committed Staff: committed and skilled staffs that are willing to work and learn. ✓ Tenure Status: INCHR can implement its mandate without fear or favor in line with its statutory mandate and the Paris Principles. ✓ ‘A’ status accreditation: membership, representation and voice with regional and international bodies and networks. 	Weaknesses <ul style="list-style-type: none"> ✓ Inadequate resources: with limited government budgetary support for only personnel and headquarters rental, the need for robust resource mobilization. ✓ Poor visibility: The need for communication and branding strategy and infrastructure. ✓ No regional and county offices: human rights officers/monitors are in the counties but no place to sit and work from. The need for the setting up of regional and county structures. ✓ Limited technical capacity
Opportunities <ul style="list-style-type: none"> ✓ Relationship with Regional and International reporting mechanisms: Continuous engagement with the accountability and reporting mechanisms ✓ Strategic Partner(s): partners prepared and willing to give technical and financial support to the INCHR. 	Threats <ul style="list-style-type: none"> ✓ State failure to implement recommendations from human rights situation reports. ✓ Increasing wave of violence and mob justice.

Table 2 Stakeholders Analysis

Stakeholders	Commission's expectations from stakeholders	Stakeholder's expectation from the Commission
Executive	Compliance with international human rights standards and adherence to decisions of the INCHR and International human rights bodies	Serves as the source of human rights information
Legislature	Ratification and domestication of all International treaties and ensure that proposed legislation and laws are consistent with international human rights standards and principles.	Continuous engagement with the legislature in all law making process to ensure compliance with human rights standards
Judiciary	Enhance human rights jurisprudence to protect human rights Speedy disposal of cases on docket	Referral Public interest litigation
Civil Society Organization	Advocacy at various level Share information	Redress to reported Human Rights Violations Capacity building
Private Sector	To ensure the respect for human rights and the full application of the UNGPs on Business and Human Rights	Partnership and support the integration of BHR principles in their operations. Provide an environment for non-Judicial remediation
Development Partner	Predictable support Financial and technical support	Transparency and accountability for allocated resources Measurable results
General Public	A society that respect rights of others Peaceful coexistence and reconciled communities	Access to remedy Ensure the promotion and protection of human rights and freedoms
Staff	Teamwork	Conducive working

INCHR Strategic Plan (2022-2027)

	Client focus Effectiveness and efficiency Professionalism Discipline	environment Provision of training and capacity building Better term and condition of service
--	---	--

Table 3: PESTLE Analysis

Factors	Issues	Effect
Political factor	Lack of political will in the remediation of human rights violation and abuse	Increased in the number of human rights violations and abuses Laws and policies are not aligned with human rights standards and principles
Economic factor	Inadequate funding by the state	The mandate of the Commission is not fully fulfilled,
Social factor	Harmful cultural practices	Limited scope in the promotion and advocacy for human rights
Technological factor	lack of modern ICT infrastructure	Low productivity
Legal factor	The INCHR has limited enforcement powers. There are provisions of the Act that requires clarification (i.e. Term of service)	Non adherence and non-implementation of decisions and recommendations from the Commission Challenge to the INCHR re-accreditation status
Environmental factor	Climate Change and human rights	Food insecurity and threat to human survival

