

The Role of National Human Rights Institutions in Conflict Resolution, Management and Peace-building



A report of the implementation of the Three-year Action Plan by the East African Community National Human Rights Institutions





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Burundi



Kenya



Rwanda



Tanzania



Uganda

About NANHRI

The Network of African National Human Rights Institutions (NANHRI) is a not-for-profit-organization that brings together 44 National Human Rights Institutions in Africa. Our Secretariat is in Nairobi, Kenya.

We work towards the establishment and strengthening of the African NHRIs, facilitating coordination and cooperation amongst members and linking them with other key human rights actors at the regional and international level. We support our members through capacity building to meet their objective of protecting and promoting human rights at the national level.

Vision

A continent with effective NHRIs; contributing to an enhanced human rights culture and justice for every African.

Mission

To support, through national, regional and international co-operation, the establishment and strengthening of NHRIs to more effectively undertake their mandate of human rights promotion, protection, monitoring and advocacy.

Values and Guiding Principles

To achieve its mission and vision, NANHRI is committed to:

Transparency, Accountability, Openness, Cooperation, Professionalism and Gender Equality.

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Preface

In responding to the growing need for more effective ways of addressing violent conflicts in Africa, the Network of National Human Rights Institutions (NANHRI), in collaboration with the Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI) with financial support from Swedish International Development Cooperation Agency (SIDA) have implemented a five year Programme (2012-2016) aimed at enhancing the capacity of NHRIs in East African Community (EAC) to effectively fulfil their mandate in the promotion of human rights and good governance.

The basis for this programme was a baseline survey (conducted in 2013) on the role of NHRIs in conflict management, resolution and peace building within the EAC region whose findings revealed that NHRIs face enormous challenges due to the high number of conflicts in the region, low levels of expertise and resources to develop and implement effective programmes to address conflict and promote peace building. In addressing these challenges, the EAC NHRIs adopted the Three Year Action Plan (2013–2016) aimed at development and implementation of strategies for sustainable systems in conflict prevention, management and peace building.

This Programme provided opportunities for EAC NHRIs to meet, share experiences and monitor progress in implementation of the action plan.

A wide array of milestones: from establishment of Early Warning Early Response Systems (EWERS); conducting independent elections monitoring and issuing of the general elections report; initiating exchange visits amongst themselves to share best practices; convening the premier conference for EAC NHRIs; and formalizing the establishment of an EAC NHRIs Association were achieved under this Programme. As a way forward, the EAC NHRIs unanimously agreed to extend the implementation of the action for another three years (2017-2019) given the fact that prevalence of human rights violations in conflict and post-conflict states remains an issue of concern.

This report, therefore, summarizes the status of progress of implementation of three year action plan; achievements; challenges and way forward as brought out by the EAC NHRIs under the Programme.

We hope that this report will form a basis upon which the entire NHRI membership can draw lessons from EAC NHRIs. We believe that NHRIs must play key role in supporting the Member states in achieving SDG 16 to promote peaceful, just and inclusive societies.

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List of Abbreviations

ADR	Alternative Dispute Resolution
AU	African Union
EWERS	Early Warning Early Response System
CHRAGG	Commission for Human Rights and Good Governance
CMS	Case Management System
CSO	Civil Society Organisation
CVE	Counterviolence Extremism
DIHR	The Danish Institute for Human Rights
EAC	East African Community
EWERP	Early Warning and Early Response Programme
HRBA	Human Rights Based Approach
HRO	Human Rights Officer
HRD	Human Rights Defender
ICGLR	International Conference on the Great Lakes Region
IDP	Internationally Displaced Person
IEC	Information Education and Communication
JLOS	Justice, Law and Order Sector
KNCHR	Kenya National Commission on Human Rights
LSRP	Legal Sector Reforms Programme
M&E	Monitoring and Evaluation
MDA	Ministry and Department
NANHRI	Network of African National Human Rights Institutions
NHRIs	National Human Rights Institutions
PWGID	Protection Working Group on Internal Displacement
RWI	Raoul Wallenberg Institute of Human Rights and Humanitarian Law
SDG	Sustainable Development Goal
SIDA	Swedish International Development Agency
SMS	Short Message Service
ToT	Trainer of Trainers
UHRC	Uganda Human Rights Commission
UPDF	Uganda Peoples Defence Forces
UPF	Uganda Police Force

1.0. INTRODUCTION

1.1. National Human Rights Institutions and conflict prevention, resolution and peace-building

Conflict will always be part and parcel of every society. It is unavoidable and if not properly managed and resolved, it can lead to negative consequences such as violence and human rights violations. It is, thus important for any society to develop and implement strategies for preventing, handling the causes and managing the negative results of conflict situations. Over and beyond, conflict prevention is the necessity for resolution and peace building especially after violence. All the partner states forming the East African Community (EAC) namely Burundi, Rwanda, South Sudan, Tanzania, Kenya and Uganda have historically experienced violent conflicts and its consequences, and with threats of recurrence from time to time.

The role of National Human Rights Institutions (NHRIs) in conflict prevention, resolution, management and peace building is increasingly acceptable. It is emerging that promotion and protection of human rights can contribute greatly to effective prevention, resolution and management of conflict. In 2004, at the Kampala Conference of African National Human Rights Institutions, NHRIs from Africa committed themselves to working on and in issues related to peace building and conflict resolution. At the Seventh International Conference for NHRIs held in Seoul in 2004, the institutions also recognized the link between their work and conflict resolution and prevention. They identified areas of engagement such as early warning and mediation strategies aimed at conflict prevention, monitoring and reporting on the situation of human rights. This would ensure accountability for human rights violations, monitoring respect for agreements reached for resolving and managing the aftermath of violent conflicts, among others. In 2011, Raoul Wallenberg Institute for the Human Rights and Humanitarian Law (RWI) and the Network of Africa National Human Rights Institutions (NANHRI) organized a needs assessment meeting for NHRIs from within the East African Community (EAC NHRIs). The meeting held in Entebbe, Uganda, addressed two main thematic issues:

1. The role of NHRIs in conflict resolution, prevention and peace-building
2. Regional integration, human rights and the role of NHRIs.

The topics considered in the meeting included the following:

- Challenges and opportunities for NHRIs in addressing human rights through regional institutions and mechanisms, with particular emphasis on the sub-regional context.
- Challenges and opportunities, including NHRI experiences, in working on conflict prevention, management and peace building with a view to identifying areas and opportunities for further intervention.
- Opportunities for regional and sub-regional approaches to supporting NHRIs development, including opportunities for enhancing the link between East African NHRIs and NANHRI in terms of supporting NHRIs in the region.
- Recommending priorities for capacity building programmes of the EAC NHRIs for the coming years.

The Entebbe meeting observed that NHRIs have, in the course of implementing their mandates, engaged in conflict management and peace building. It was pointed out that the following activities by NHRIs are relevant in conflict resolution, management, prevention and peace-building:

- a) Handling complaints disputes and conflicts alleging human rights violations
- b) Advising the government and other institutions on the measures needed to address structural issues that can potentially ignite conflict-for example, discrimination, inequalities and injustice in society - all of which affect good governance
- c) Advocating for equality, respect for the rights of the disadvantaged and marginalized groups-issues that can cause dissatisfaction.
- d) Conduct human rights education including raising awareness among the public on the importance of peace and harmony in the society.
- e) Besides, monitoring government's compliance with international human rights standards for upholding the dignity and integrity of the people, competitions are constructive to ensure the state is responsive, accountable and does not abuse power, but respects the rights of people. Such environment promotes peace and harmony.

The Entebbe meeting resulted in the EAC NHRIs acquiring:

- A better and common understanding of the challenges and opportunities of addressing human rights in regional integration processes in Africa, particularly in the EAC setting.
- A better appreciation and common understanding of the opportunities, challenges and experiences in addressing conflict prevention, conflict resolution and peace-building.
- An enhanced understanding of the regional and sub-regional approaches for reinforcing and strengthening NHRIs including how to enhance the links between the Association of NHRIs in the EAC and the NANHRI.

1.2. Baseline Survey on the role of EAC NHRIs in conflict prevention, resolution and peace-building

Following the Entebbe meeting RWI, and NANHRI commissioned a “Baseline Survey on the Role of National Human Rights Institutions in Conflict Management, Resolution and Peace Building within the East African Community”. There was consensus on the survey

findings that EAC NHRIs are independent institutions established by states:

- Usually trusted by society.
- That can act as bridges between governments and non-state actors including the public and civil society.
- With broad mandates for human rights protection and promotion giving them opportunities to intervene proactively and reactively to resolve conflicts and engage in peace building.
- A better and common understanding of the challenges and opportunities for addressing human rights in regional integration processes in Africa, particularly in the EAC setting.
- A better appreciation and common understanding of the opportunities, challenges and experiences in addressing conflict prevention, conflict resolution and peace- building.
- An enhanced understanding of the regional and sub-regional approaches for reinforcing and strengthening NHRIs including how to enhance the links between the Association of NHRIs in the EAC and NANHRI.

The baseline survey made recommendations that included a Three Year Action Plan for implementation by the EAC NHRIs jointly at the national and regional levels. The formulation of the Three Year Action Plan was influenced mainly by the capacity gaps related to work on conflict issues that the EAC NHRIs had identified. The following is a summary of the challenges, gaps and recommendations the NHRIs, civil society organizations (CSOs) and other stakeholders made during the survey:

1. A strong coordination amongst EAC NHRIs in human rights work including synergy in addressing conflict issues was lacking. It was recommended that the association of EAC NHRIs should develop a proper structure which the NHRIs can collectively use to address conflicts in the region applying a rights based approach. In that connection it was also recommended that the NHRIs should identify specific conflict problems in the region that they would address.

2. The absence of a common cross border approach for resolving conflicts. Individual countries are applying different strategies and there is no coordination of the approaches to handling these conflicts.

3. Although the NHRIs had in one way or the other been working in conflict management and peace building, the work typically had not been conceived in terms of conflict management or peace building. Rather, it had been ad hoc, reactive and viewed within the realm of addressing human rights violations. It was recommended that each NHRI adopt a dedicated approach with specific programmes and resources to address micro and macro conflicts.

4. Limited skills and expertise in conflict management and peace building was consistently acknowledged by all the NHRIs. Staff lacked adequate formal training in conflict prevention, resolution and peace building.

5. All the NHRI identified financial constraints as a major challenge. Limited funding affects the effectiveness and sustainability of conflict management and peace building interventions, even for the institutions that had recognized their responsibility in this area.

6. Some of the NHRIs did not view conflict as work within the purview of their mandate. They insisted there is no express inclusion of conflict prevention, resolution and peace building in their mandate. A change of perception through training was recommended to help improve conviction and interventions in conflict management and peace building.

7. The NHRIs lacked capacity to carry out adequate research and analysis on conflict issues in the region.

8. The NHRIs lacked capacity to integrate conflict programmes in their work. The NHRIs that had done some work on conflict issues in an ad hoc and reactive manner to respond particularly to the human rights aspects of conflict, with no focus on the aspects of prevention and peace-building.

9. There was limited collaboration between NHRIs and other national stakeholders in their work generally and especially in conflict prevention, resolution and peace-building.

1.3. The Three Year Action Plan

In 2013, the forum of the EAC NHRIs meeting in Kigali, Rwanda, discussed and adopted the recommendations of the survey and the Three Year Action Plan for implementation. The Action Plan was drawn taking into consideration the survey recommendations and the acceptance by the EAC NHRIs that they have roles that include:

influencing policy, instituting early warning systems, participating in reintegration and resettlement, civic education, investigation and monitoring and dealing with the consequences of conflict.

The objectives of the Action Plan included building capacities of the EAC NHRIs to understand the concepts of conflict prevention, management and peace building, building expertise for working on conflict issues, developing tools for working on conflict issues, providing strategies for collaborating with governments, civil society and other institutions to work on conflict issues. Although the primary beneficiaries of the Plan were the NHRIs, the plan included measures for working with other strategic stakeholders.

The agreed Activity Plan for the Three Year Action Plan is presented on table 1 below.

Objective	Strategy	Activity	Output / Results	Target Groups
<p>1. To develop the capacities of key stakeholders including institutions, and East Africans on conflict management and peace building:</p> <p>a) Specifically to develop skills and knowledge of key stakeholders including NHRIs in the region in the processes of dialogue and mediation.</p> <p>b) To develop the capacities of NHRIs in building relations in divided societies and in supporting reconciliation amongst communities and groups affected by conflict.</p>	<p>Training NHRIs and other stakeholders on conflict management and peace building.</p>	<p>1. Develop contextualised courses in the on conflict in collaboration with NHRIs and other stakeholders tailoring the courses to the needs of member countries of the East African Community. The courses shall include both theory and practice & sharing of experiences and lessons learned.</p> <p>2. Conduct thematic trainings in conflict management and peace building including:</p> <p>a) Peace building, dialogue and mediation</p> <p>b) Transitional justice, reconciliation and reintegration</p> <p>c) Business and human rights in the context of conflict prevention and management</p> <p>d) Training on conflict and human rights reporting</p> <p>e) Trainings on the rights of displaced persons, refugees and returnees, and the rights of other vulnerable groups</p> <p>f) Training on developing early warning and early response programmes.</p>	<p>A contextualized training module</p>	<p>NHRIs</p> <p>a) NHRIs, CSOs, FBOs, security & law enforcement agencies such as police, prisons, members of parliament/senate.</p> <p>b) Community leaders, policy makers</p> <p>c) NHRIs</p>

Objective	Strategy	Activity	Output/ Results	Target groups
<p>2. To foster a culture of peace, respect for democracy and good governance in society and a culture of peaceful elections in the region.</p>	<p>Thematic trainings and peace education</p>	<p>3. Developing a strategic work plan with specific focus on conflict management and peace building to ensure sustainable well planned activities and to assist in procuring funding for the Plan.</p> <p>4. Design a monitoring and evaluation mechanism for monitoring human rights violations. Train NHRIS on effective monitoring skills.</p> <p>5. Community dialogue programmes</p> <p>a) Support/strengthen human rights and peace volunteers at selected community levels in hot spots areas - b) Train the volunteers and conduct regular peace forums in the communities.</p> <p>6. Conduct trainings for NHRIs and key stakeholders on the fundamentals of elections in peace processes and on international and regional election standards including the AU standards on elections, ICGLR protocols on elections among others.</p> <p>7. NANHRI in collaboration with NHRIs to develop a good governance Barometer to be used by all the NHRIs as a standard for monitoring the annual state of democracy and good governance in the region.</p> <p>8. NANHRI in collaboration with NHRIs to publish an annual consolidated report on the state of human rights and conflict, outlining, best practices, cross-cutting themes, and challenges-</p>	<p>Work plan on conflict management and peace building</p> <p>Monitoring and evaluation mechanism developed</p> <p>Peace & human rights volunteers receive support & training on peace and conflict issues; peace programmes. Communities dialogue on peace and conflict issues</p> <p>NHRIs & stakeholders acquire knowledge & skills on processes for peaceful elections</p> <p>Standard barometer for annual measurement of good governance developed monitoring reports.</p> <p>Consolidated annual reports on state of human rights and conflict produced.</p>	<p>NHRIs</p> <p>CSOs, Communities</p> <p>NHRIs, CSOs, media, law enforcement agencies e.g. police prisons</p> <p>NHRIs</p> <p>Civil society, communities, school children.</p>

Objective	Strategy	Activity	Output/ results	Target groups
<p>3. To foster collaboration amongst NHRIs to work in conflict prevention, resolutions, management and peace building</p>	<p>Networking and partnership with stakeholders including government institutions, civil society organisations, regional institutions</p>	<p>i) Each EAC NHRI to conduct civic education/awareness creation on peace, human rights and good governance: Use print media, radio programmes; develop IEC materials among others.</p> <p>ii) - Develop “peace spaces” in communities and in schools – such as school to community peace outreach programmes – to create a forum where children share with communities about peace and respect for human rights.</p> <p>9. Each NHRI to set up specific country Early Warning and Early Response Systems to include:</p> <ul style="list-style-type: none"> - Developing indicators for tracking potential conflicts - Monitoring hotspots/issues - Designing early response mechanisms among others. <p>10. NANHRI to facilitate periodic meetings of NHRIs to improve coordination and collaboration for effective intervention in conflict management and peace building.</p> <p>11. NANHRI to facilitate periodic regional meetings between NHRIs and CSOs to identify areas of possible collaboration on conflict. This to include providing space for communities and CSOs to dialogue on issues of conflict and peace building and to develop strategies for intervention.</p>	<p>Communities, civil society among others. Gain knowledge on peace, human rights and good governance.</p> <p>Strategies for coordination and collaborations amongst NHRIs and with CSOs in the area of conflict management & peace-building developed; number of meetings held.</p> <p>Dialogue platform created for discussions between CSOs and NHRIs on conflict and peace building issues.</p>	<p>Governments, NHRIs and CSOs</p> <p>NHRIs</p> <p>CSOs</p>

Objective	Strategy	Activity	Output/ results	Target group
		12. Develop a standard rights based conflict management and peace building guidelines to promote uniform standards in dealing with conflict issues. This calls for identification of the key conflict thematic areas that cut across the EAC countries in collaboration with key stakeholders.	Standardized guidelines on rights based conflict management and peace building developed.	NHRIs

2.0. IMPLEMENTATION OF THE THREE YEAR ACTION PLAN BY EACH OF THE EAC NHRIS

2.1. Burundi: Commission Nationale Indépendante des Droits de l'Homme (CNIDH): Progress, achievements and challenges in implementing the Action Plan

Table 2: CNIDH's progress, achievements and challenges

Activity	Achievements/activities implemented	Challenges in implementing the Action Plan
<p>1. Conduct thematic training on conflict</p>	<p>a) Conducted a workshop on refugee returnees in the North of the country living in camps. The workshop involved explaining to the government, the refugees and internally displaced persons and the surrounding local community their respective roles and duties in finding solutions to conflict over land in the area.</p> <p>b) Trained Civil Society Organizations (CSOs), youth, local administration officials on human rights and the human rights obligations of government.</p> <p>c) Facilitated three regional workshops for political parties, youth, the police, religious leaders and CSOs on the freedom of peaceful assembly (public meetings)</p> <p>d) Facilitated radio programmes on fair access and participation in politics, peace and security and misuse of social media.</p> <p>e) Developed a training module on the legal framework on political parties.</p> <p>f) Conducted mediation between the government and the trade union following conflict with the government over the burning of one of the markets and the government's decision dissolve the trade union instead of rebuilding the market as expected by the traders.</p> <p>g) Conducted mediation between students and the Ministry of Education to settle conflict over politicization of subjects offered in the school curriculum.</p> <p>h) Conducted trainings on elections to prepare the public on the 2015 elections: The objective was preventing any form of violence of the kind that followed the 2010 elections. The training received positive response from the public.</p>	<p>i) Inadequate knowledge and skills in mediation of conflicts and conflict management and peace-building generally.</p> <p>ii) Absence of synergy with other relevant stakeholders.</p> <p>iii) Lack of specific funding dedicated to the activities under the Action Plan.</p>

Activity	Achievements/activities implemented	Challenges in implementing the Action Plan
<p>2. Establish Early Warning and Early Response System.</p> <p>3. Complaints and investigations.</p>	<p>i) Developed a community dialogue Programme to raise awareness on human rights.</p> <p>J) Commissioners and staff trained on conflict management and peace-building.</p> <p>i) Was in the process of developing an Early Warning System based on indicators identified in the past cases of violence in the country.</p> <p>ii) Established Local Committees and trained them on conflict resolution and Early Warning. The local committees made monthly reports on the conflict situation in their communities.</p> <p>iii) Established focal points in each administrative province to monitor and report on conflict issues.</p> <p>Established a call centre to receive reports and complaints on human rights issues.</p>	

2.2. Kenya: Kenya National Commission on Human Rights (KNCHR): Progress, Achievements and Challenges in Implementing the Action Plan

Table 3: KNCHR’s progress, achievements and challenges

Activity	Achievements/ activities implemented	Challenges in implementing the Action Plan
<p>1. Thematic training</p> <p>2. Complaints and investigations</p>	<p>a) Developed self-representation manuals for human rights defenders with focus on threats they face and security management.</p> <p>b) Developed National Action Plan on Business and Human Rights.</p> <p>c) Conducted business and human rights trainings targeting areas where minerals have been discovered as potential areas for conflict over the extractive industries.</p> <p>d) Trained county policing authorities in three counties (Kwale Marsabit and Busia) on human rights.</p> <p>e) Enhanced civic awareness through community radio programmes.</p> <p>f) Developed and disseminated IEC materials on Internally Displaced Persons’ (IDP) rights.</p> <p>g) Developed and trained commissioners and staff on Alternative Dispute Resolution (ADR) Manual.</p> <p>h) Partnerships and collaborations in training with the Judicial Training Institute, Laikipia University, KFS was negotiating with KPS on curriculum development which will be used as avenues for training on peace and conflict.</p> <p>i) Trained HRDs and law enforcers on Human Rights Standards.</p> <p>j) Trained Forests Authority on human rights and handling conflicts over forest lands</p> <p>i) Conducted national public inquiry on impact of insecurity on human rights in three thematic issues: cattle rustling; radicalization and counter violence and Extremism; and on the impact of mining activities</p>	<ul style="list-style-type: none"> • Weak political will • Politicization of inter-ethnic conflicts. • Low levels of awareness on human rights and the rule of law among communities. • Inadequate capacity for HRDs and some staff to handle work on conflict and peace building. • War on terror: Complicates peace-building—resulted in misunderstanding of genuine peace-building activities such as accusations and counter accusations between various government agencies and between communities and security agencies-ethnic profiling. • Inadequate resources to address root causes. • Increased personal threats to HRDs and peace elders • Limited physical presence of the KNCHR across the country • Lack of capacity to handle unresolved historical injustices • Lack of adequate resources (personnel and financial)

Activity	Achievements/Activities implemented	Challenges in implementing the Action Plan
<p>4. Establishing Early Warning and Early Response System</p>	<ul style="list-style-type: none"> ii) Developed Guidelines on Evictions from land. iii) Established SMS Platform and PMs for receiving information from the public and for receiving complaints. iv) Established Human Rights Defenders (HRD) Network and Dialogue Forums between HRDs and law enforcers; v) Carried out community awareness on the impact of counter violence and extremism on human rights; vi) Established and trained CSOs Platforms at County levels to deal with human rights issues and conflicts. vii) Engaged and dialogued with county policing authorities to tackle insecurity issues. viii) Facilitated the formation of community awareness forums on topical issues in Counter Violence and Extremism (CVE) and human rights, and dialogue fora between HRDs and law enforcers on CVE; ix) Supported the Protection Working Group on Internal Displacement (PWGID) in Nairobi, Nakuru and Eldoret. i) Early Warning System was formed and among other activities: maps out conflict hotspots; monitors hate speech especially in election process; and monitors misuse of public funds. ii) All election monitoring by KNCHR were preceded by mapping of conflict hotspots. 	

2.3. Rwanda: National Commission for Human Rights (NCHR): Progress, Achievements and Challenges in Implementing the Action Plan

Table 4: NCHR’s progress, achievements and challenges

Activity	Achievements/ activities implemented	Challenges e in implementing the Action Plan
<p>1. Thematic training on conflict</p>	<ul style="list-style-type: none"> • Facilitated the training of staff members including two staff on conflict management and peace building, 39 on business and human rights, 35 on monitoring and reporting on human rights; and on human rights advocacy and two on conflict early warning. • Developed a human rights monitoring and evaluation mechanism for detention places: detention centres are visited twice a year to carry out investigations on violations. • Trained refugee returnees from the Democratic Republic of Congo. These included both civilians and ex-rebel combatants to facilitate reintegration into society. • Facilitated integration of human rights into primary and secondary school curricula. • Was advocating for the inclusion of human rights courses in all faculties of universities and institutions of higher learning and not just in the law faculty. • Established human rights clubs in secondary schools, universities and other higher institutions of learning. • Developed a volunteer system for monitoring human rights in communities. These volunteers send in reports to the Commission regularly. Volunteers are assessed and chosen by their communities based on their integrity. The commission organizes two meetings a year for the volunteers in order to build their capacity and for them to share experience. • Promoted human rights through radio programmes that included civic education and awareness creation on peace and good governance. • There are ongoing plans to conduct two trainings targeting the police, the media, civil society organizations and the commission itself on elections and peace processes. 	<ul style="list-style-type: none"> • Budgetary constraints due to inadequate financial resources. • Inadequate formal training on issues of conflict and peace building; human rights, reporting, mediation and early warning. • Insufficient collaboration among NHRIs, which has hindered sharing of information and best practices and alignment of goals across the East African Community member states. • Having already worked closely with business owners, Kenya National Commission on Human Rights cited this area as a great challenge viewing as bad business has the potential to culminate into human rights violations, eventually leading to conflict. • Lack of training and advocacy materials in Kinyarwanda is a barrier to effective civic education and awareness creation. • Lack of an Early Warning System.

2.4. Tanzania: Commission for Human Rights and Good Governance’s (CHRAGG): Progress, achievements and challenges in implementing the Action Plan

Table 5: CHRAGG’s progress, achievements and challenges

Activity	Achievements/ activities implemented	Challenges in implementing the Action Plan
1. Thematic Trainings	<p>i) CHRAGG received training on human rights and principles of good governance, conflict resolution including alternative dispute resolution (ADR), investigation skills, and research and monitoring skills.</p> <p>ii) With support under the National Human Rights Action Plan (NHRAP) the CHRAGG carried out the following activities:</p> <p>iii) Trained 60 trainers of trainers (TOTs) on human rights education consisting of education personnel from secondary school teachers, school inspectors and tutors from teacher training colleges and officials from the Ministry of Education;</p> <p>iv) Facilitated the establishment of 129 Human Rights School Clubs in Tanzania Mainland;</p> <p>v) Trained 115 resident magistrates, 34 judges, 50 legal officers from the Ministry of Constitutional and Legal Affairs and four police officers from Police Headquarters on human rights issues;</p> <p>vi) Built capacity of CSOs, media, Members of Parliament and Parliamentary Committees through trainings, seminars and workshops;</p> <p>• Human Rights and Business:</p> <p>a) Trained staff and other stakeholders on human rights and business;</p> <p>b) CHRAGG is coordinating the planned survey on trade, business, and human rights;</p> <p>c) The commission strengthened its Complaints System by installing Electronic Case Management System (CMS), introducing the use of Short Message Services (SMS) to receive complaints through mobile phone;</p> <p>d) Received and investigated complaints.</p>	<ul style="list-style-type: none"> • Limited resources: The budget allocated to CHRAGG is inadequate for implementing its mandate and to meet the expectations of the people. • Difficulties in handling technology: the Commission faces several challenges in the application of Information Technology: it has inadequate working tools, such as computers for staff, printers, scanners and laptops, limited bandwidth due to high internet costs and inadequate resources for training end users and technical staff on computer knowledge and skills. • The Commission lacks a platform for collaboration with the Civil Society together on issues of conflict.

Activity	Achievements/ activities implemented	Challenges in implementing the Action Plan
	<p>• Land Disputes:</p> <p>a) CHRAGG conducted a study to understand the challenges around culture and traditions, and the laws governing the interplay of farming and pastoralism in the entire country.</p> <p>b) Conducted public enquiries on land disputes;</p> <p>c) In seven regions of the country (Geita, Mwanza, Morogoro, Arusha, Shinyanga, Kagera and Singida) with the financial support from Legal Sector Reform Program (LSRP). The inquiry findings revealed that the reasons for land conflict includes contravention of the principles of good governance; gaps/ loopholes in the laws and policies governing land issues; and unlawful evictions;</p> <p>• Human Rights and Business:</p> <p>a) Trained staff and other stakeholders on human rights and business;</p> <p>b) CHRAGG is coordinating the planned survey on trade, business, and human rights;</p> <p>c) The commission strengthened its complaints system by installing Electronic Case Management System (ECMS), introducing the use of Short Message Services (SMS) to receive complaints through mobile phone;</p> <p>d) Received and investigated complaints.</p> <p>• Land Disputes:</p> <p>a) CHRAGG conducted a study to understand the challenges around culture and traditions, and the laws governing the interplay of farming and pastoralism in the entire country;</p> <p>b) Conducted public enquiries on land disputes;</p> <p>c) In seven regions of the country (Geita, Mwanza, Morogoro, Arusha, Shinyanga, Kagera and Singida) with the financial support from Legal Sector Reform Program (LSRP). The inquiry findings revealed that the reasons for land conflict includes contravention of the principles of good governance; gaps/loopholes in the laws and policies governing land issues; and unlawful evictions.</p>	

Activity	Achievements/ activities implemented	Challenges in implementation of the Action Plan
3. Elections	<ul style="list-style-type: none"> • Monitoring of 2015 election campaigns and promotion of democracy: <ul style="list-style-type: none"> a) Some CHRAGG staff got the trainings on Early Warning and Electoral Processes with support from NANHRI. The training enhanced CHRAGG’s capacity to take part in monitoring the 2015 General Election and to mitigate conflicts over the electoral • Collaboration with other stakeholders: <ul style="list-style-type: none"> b) To mitigate conflicts during the 2015 elections the Commission engaged with electoral stakeholders including Registrar of Political Parties, Police Force, National Electoral Commission, Attorney General, leaders of political parties and Non – Governmental Organisations and the media to promote peaceful elections; c) Between 2012 and 2016 the Commission worked with different organisations (Ministry of Health and Social Welfare, the Police force, Ministry of Constitutional Affairs, the Prisons Force, Non-governmental Organizations and the Attorney General to develop a multi-agency tool kit for monitoring the situation of children in detention facilities. 	

2.5. Uganda: Uganda Human Rights Commission (UHRC): Progress, achievements and challenges in implementation of the Action Plan

Table 6: UHRC’s achievements and challenges

Activity	Achievements/ implemented activities	Challenges in implementing the Action Plan
<p>1. Training NHRIs and other stakeholders on conflict management and peace building</p>	<p>a) In collaboration with the Institute of Peace and Strategic Studies of Gulu University, developed a contextualized course on conflict issues</p> <p>b) Twenty seven staff from the nine regional offices trained on ADR;</p> <p>c) Twenty officers attended the Alternative Dispute Resolution (ADR) Certification course;</p> <p>d) Some 65 UHRC staff were trained on mediation as a form of ADR (Under alternative dispute resolution project) in a two-day workshop organized by the Justice, Law and Order Sector (JLOS);</p> <p>e) the Centre for Conflict Resolution (CCR), Cape Town South Africa facilitated a 4-day training on Conflict Management, Gender and Human Rights;</p> <p>f) Some 102 Clan leaders in Northern Uganda (Acholi and Lango sub regions) were trained on their role in protection and promotion of human rights;</p> <p>g) The Centre for Conflict Resolution (CCR), Cape Town, South Africa, held a four-day training-of-trainers (ToT) workshop for national human rights institutions (NHRIs) from the DRC and Uganda.</p>	<ul style="list-style-type: none"> • The absence of the Chairperson and four members of the Commission whose term of office had expired in April 2015 generally constrained the operations of the UHRC during the period leading to the elections of 2016 particularly action that required the authority of the UHRC. • Funding: One-off interventions on conflict issues supported by Development partners through project financing affected sustainability of interventions and impact of work on conflict <p>Planned civic education programmes during the electoral period were not effectively implemented because of gross underfunding. Funding has limited UHRC’s coverage to 10 regional and 10 field offices undermining continuous engagement with grassroots rights holders.</p> <p>Limited capacity has limited monitoring and handling of issues raised on social media yet these have potential of escalating conflicts</p> <p>Despite interventions there remains unresolved conflict issues such as conflicts over land in post war areas of Acholi and Lango; opposition political parties remain discontented with the electoral process in the country; disharmony within political parties; rampant corruption; and youth unemployment.</p>

Activity	Achievements/ implemented activities	Challenges in implementing the Action Plan
<p>2. Designing monitoring and evaluation mechanism to monitor human rights violations and train NHRIs on effective monitoring skills:</p> <p>3. Support/strengthen human rights and peace volunteers:</p> <p>4. Thematic trainings and peace education: Conduct trainings for NHRIs and key actors on the fundamentals of elections in peace processes and on regional and international standards which include the AU standards on elections.</p>	<p>Trained 21 HROs in techniques and principles of human rights monitoring, inspection, evaluation and reports formulation;</p> <p>The Commission (UHRC) and the Danish Institute for Human Rights (DIHR) developed a web-based country Human Rights Guide for businesses, CSOs, Governments, multilateral institutions and all other relevant local and international actors, for ensuring that business fosters sustainable;</p> <p>Conducted community barazas in 72 districts countrywide with focus on areas considered conflict hot-spots;</p> <p>Carried out 45 baraza community sensitization meetings involving 5,629 members of the community (60 per cent male, 40 per cent female) in nine sub-counties of Lango, Acholi and Karamoja sub regions;</p> <p>Conducted community dialogue programs and trained volunteers including conducting regular peace forums in the communities;</p> <p>Trained 910 Community leaders (sub county chiefs, elected sub county chairpersons, opinion leaders, local council I officials) on their role in post conflict community policing in nine sub-counties of Lango, Acholi and Karamoja sub regions;</p> <p>Conducted 160 live phone-in radio talk-shows on various radio stations countrywide in 2015; facilitated a total of 5,599 radio spot messages and 400 jingles on radio stations countrywide.</p> <p>Participated in the workshop on the International Conference on the Great Lakes Region (ICGLR) protocols on elections,</p> <p>Took part and benefited from the peer to peer exchange for EAC NHRIs on their role in the electoral processes held in Nairobi, Kenya from March 23-25, 2015.</p> <p>Training for 74 staff was conducted with support from NANHRI on free and fair election and election observation.</p> <p>Conducted trainings for key actors on the fundamentals of elections in peace processes and on international and regional election standards which</p>	

Activity	Achievements/ implemented activities	Challenges in implementing the Action Plan
<p>International standards which include the AU standards on elections.</p> <p>5. Conduct civic education/ awareness creation on peace, human rights and good governance</p> <p>6. Each country to set up specific country early warning systems (including developing indicators for tracking potential conflict, monitoring conflict hotspots/ issues.</p>	<p>included the AU standards on elections, the ICGLR protocols on elections;</p> <p>Trained 2,532 members of the Uganda Peoples Defence Forces (UPDF), Uganda Police Force (UPF), Uganda Prisons Service (UPS) and the Internal Security Organization (ISO) on human rights and electoral processes.</p> <p>Trained 53 electoral commission staff on human rights standards and their role in conducting free and fair elections.</p> <p>Some 127 radio talk shows conducted, 7,613 radio spot messages run including on peace and conflict.</p> <p>Distributed 45,000 posters to school human rights clubs</p> <p>Conducted 179 community barazas (dialogues) attended by 36,451 community members.</p> <p>Established an Early Warning and Early Response Project for the 2016 General Elections in Uganda that included identification of and monitoring of 102 hot spots in the country.</p> <p>Launched tools for implementation of the Commission’s Early Warning and Early Response Programme (EWERP). This includes the purchase and use of two customized vans to reaching out to the public; an election song on the right to participate in in elections, and on the importance of peaceful elections and the need to respect election results.</p>	

3.0. EVALUATION OF THE IMPLEMENTATION OF THE THREE YEAR ACTION PLAN

3.1. Review of implementation, challenges and way forward



A workshop on conflict resolution, management and peace-building goes in Tanzania. The workshop brought together the five NHRIs from the East African Community.

The NHRIs discussed the reports of the progress and implementation of the Three-Year Action Plan at the November 2016 EAC NHRIs Forum in Dar es Salaam, Tanzania. It was a joint stock taking exercise to determine the status of the implementation of the Action Plan. During the stock exercise, the forum pointed out the notable common themes of activities touching on the Action Plan that all the NHRIs had implemented. They had all in varied degrees carried out or facilitated community dialogues, complaints and investigations, radio programmes, work on business and human rights, monitored and reported on their national

elections. Three of the NHRIs conducted public inquiries to find solutions to issues such as conflicts over land. The evaluation also noted that the activities reported by most of the NHRIs though relevant, were not perceived as conflict management or peace building pillars. The activities were not, in the programmes of some of the NHRIs, reflected and dedicated as activities for the implementation of the Action Plan. It was agreed, therefore, that the NHRIs will in future specifically address conflict and peace building as a dedicated programme in their strategic Plans and Annual Work Plans. The stocktaking also noted the insignificant recognition and representation of the

NHRIs in the activities of the East African Community. As a result, there is lack of integration of the activities of the EAC NHRIs into the structures and activities of the East African Community. It was, therefore, agreed that in their future activities the NHRIs will endeavour to integrate their work on conflict management, resolution and peace-building within the structures of the EAC as this will have the benefit of highlighting the relevance of the NHRIs and attracting support from the EAC and maximising the use of resources.

The importance of Early Warning and Early Response systems was flagged as crucial for conflict prevention and peace-building. It was therefore noted that some of the NHRIs either did not have the systems or what they had was not comprehensive and effective. For example: some NHRIs had an Early Warning and Early Response system for election related conflicts while others had an Early Warning System without an Early Response System. The evaluation meeting considered the very important issue of the impact of the activities that were reported to have been accomplished. The reports indicated outputs and challenges that were encountered without information on the impact of the activities. For example UHRC was asked to clarify on the impact of its activities to stem post-election violence that followed the February 2016 General Elections in Uganda. While it was clear that the report containing findings and recommendation by UHRC was sent to the President Yoweri Museveni, there was no indication as to actions

taken. It turned out that several months after the President was yet to respond or take action on the recommendations. There was, however, consensus that the outputs of these activities are easy to measure though not easy to evaluate their impact in the short run because the activities were still work in progress. It was then agreed that the NHRIs will develop a monitoring and evaluation framework that will be used to track the progress made in the realization of impacts of their future activities on conflict management, conflict resolution and peace-building. The conduct of barazas as a form of community dialogue in Uganda was noted as a good practice. UHRC had developed a hand book that spells out guidelines on how to conduct barazas. A baraza is a community meeting that is called to discuss and receive issues of importance and concern - usually issues that can generate discontent and conflict. It was explained that to organize a baraza, officials of the Commission first conduct pre-visits to determine critical human rights issues of concern to the people in the area and also to decide on who to invite (especially government officials and the local leadership) to attend the baraza. The baraza is organised in collaboration with local leaders who are facilitated to make radio announcements urging attendance by the local communities. The venue of the dialogues is chosen and is often at the lowest community unit. After the barazas the Commission takes steps to follow up on the issues raised by the community.

The evaluation noted several challenges that the NHRIs encountered in implementing the Action Plan. These are varied and are summarized in the individual reports of the NHRIs and in the table below. The challenges include inadequate funds and knowledge and skills to handle issues of conflict, weak capacities, organisation and poor coordination at the Forum level. One challenge, however, stood out as requiring special attention of NHRIs in finding a solution. This challenge revolves around lack of appreciation by the authorities and the public about the role of NHRIs in conflict prevention, mitigation and peace-building. The Burundi and Kenya NHRIs reported instances where their governments and the public did not appreciate the role they can play in conflict related issues. In particular their governments and the public did not appreciate the reasons why the NHRIs insisted that security agencies should respect human rights when responding to conflict situations. The Burundi NHRI reported that it was misunderstood by the public and accused of interference in the work of the police when it spoke on issues of insecurity. The KNCHR faced similar experience when it advocated for respect of human rights and condemned violations during government efforts to respond to terrorism. The KNCHR was accused of supporting or condoning terrorists and terrorism. The Forum considered this challenge and underscored the importance of NHRIs ensuring that the public and governments understand and support their work on conflict related issues. It was agreed that the best approach to dealing with the challenge is for the NHRIs not to relent but

continue engaging the public and their governments to let them understand and appreciate that NHRIs can make valuable contributions in the efforts to prevent conflict, build peace and the fight against terrorism. During the forum, participants at the stocktaking the NHRIs highlighted and agreed that the following are important and should receive special attention in their work for conflict prevention and peace-building: Include and emphasize political governance education in civic education programmes. It was noted NHRIs have a role in empowering the population to demand accountability and to hold governments accountable for bad governance. The NHRIs therefore agreed to develop tailored courses for civic education that raises awareness of the public on the roles and responsibilities of government and how to demand accountability from leaders.

Advocacy for appropriate remedies/ reparations following land evictions measures going beyond the usual offer of compensation.

Instances were cited where compensations following evictions from land were misused out of ignorance of the recipients whose families end up homeless without means of survival. The measures that should be advocated for should include sensitization on the use of money received as compensation, relocation among others. The importance of using quasi-judicial powers the law gives to NHRIs to promote and enforce accountability. The importance of using public inquiries to look into systemic issues that cause conflict to develop or recommend appropriate responses.

3.2. Status of implementation of the Action Plan and way forward

Table 7 below shows the consensus that the NHRIs reached on the status of implementation of the Action Plan. The table also has a column identifying the general challenges that affected the overall implementation of the plan. Reflected in the table are also the activities in the Action Plan that the NHRIs considered still relevant and important and should therefore be continued and form part of a new Action Plan.

No.	Planned activity	Status	Challenges	Way forward
1	Develop contextualised courses of conflict tailored to the needs of East Africa	The Forum did not succeed in developing the courses	RWI lacked funds for the project. Members of the Forum did not take steps to carry out the task	The activity is still relevant. The EAC NHRIs request NANHRI to coordinate the implementation and explore funding sources/possibilities A standardized tool will be developed for use by all the EAC NHRIs.
2	Conducting thematic trainings in conflict management and peace building.	All the NHRIs conducted relevant trainings for some of their staff	Inadequate resources meant the trainings were limited to a few staff and did not reach the communities	Training is still needed to build capacity in terms of skills and knowledge in conflict management and peace building. Course module is still required and should be developed.
3	Develop strategic work plan on conflict management and peace building to ensure sustainability.	Work plan was not developed	Lack of expertise; lack of resources	NHRIs agreed to integrate conflict resolution, conflict management and peace-building activities into their action plans, to attract national resources; RWI and NANHRI requested to assist mobilize resources for implementing the national action plans.
4	Design monitoring and evaluation mechanisms to check on the progress made towards implementation of the Action Plan and NHRIs on effective monitoring skills	None of the NHRIs designed the monitoring and evaluation	There was no coordination towards the implementation of the activity.	A common monitoring and evaluation tool to be developed by the representatives of the EAC NHRIs. The EAC NHRIs requested NANHRI to coordinate development of the tool using experts from each of the EAC NHRIs.

No.	Planned activity	Status	Challenges	Way forward
5	Develop community dialogue programmes by training human rights and peace volunteers at selected at community level as hot spot areas.	Some NHRIs like Uganda and Tanzania conducted some programmes.	Limited resources	Activity still relevant. The NHRIs earmarked the activity as important and request NANHRI to explore funding sources to promote community dialogues at national levels NHRIs to integrate activity in their work plan.
6	Conduct trainings for key stakeholders on standards of promoting peaceful elections.	NANHRI conducted the training for Uganda on request.	The other NHRIs did not request for the training.	The trainings are still necessary but will be conducted on request depending on each country's needs and availability of funds.
7	NANHRI and NHRIs to develop standard barometer to monitor democracy and good governance in the region.	Barometer not developed	No one was assigned direct responsibility to coordinate the activity.	Barometer still required. The EAC NHRIs requested NANHRI and RWI to explore funding possibilities taking into account the existence of similar tools if any.
8	NHRIs to conduct civic education and awareness on peace.	All the EAC NHRIs reported doing the activity.		The NHRIs agreed to continue with the activity.
9	Each NHRI to set up country specific Early Warning Systems.	The NHRIs that set up the system did so in the context of election related conflicts.	Inadequate capacity	The activity was marked as important and should continue. But the early warning should be comprehensive and not limited to elections only. Each NHRI to develop their systems based on national circumstances.

No.	Planned activity	Status	Challenges	Way forward
10	The NANHRI to facilitate periodic/ annual meetings of EAC NHRIs and CSOs to improve coordination and collaboration	Done once or twice	<p>The UHRC as the last chair of the forum did not coordinate the implementation of the activity;</p> <p>Lack of resources from NANHRI.</p>	<p>Meetings with CSOs important and should continue as an activity.</p> <p>NHRIs and CSOs budget and contribute part of the expenses for the meeting.</p> <p>The NHRIs request NANHRI to explore funding possibility. NANHRI also requested to coordinate the calling of the meeting with the Chairperson of UHRC.</p>
11	Develop rights based conflict management and peace building guidelines to ensure uniform standards in dealing with conflict issue	Not done	Lack of resources including expertise to develop the guidelines	<p>Agreed that the guidelines are necessary and should be developed.</p> <p>NANHRI requested to explore the possibility of supporting its development.</p>

3.3. Strategies for tackling the conflict triggers in the EAC region

During the evaluation of the status of implementation of the Action Plan the EAC NHRIs reviewed the conflict situation within EAC countries. The NHRIs, after reviewing the list of conflict triggers that had been identified by the Base Line Survey, agreed by consensus that those conflict triggers still obtain in all EAC countries.

The NHRIs then grouped the conflict triggers/generators in two broad categories namely natural resource and governance related conflict triggers. To inform future action, the NHRIs identified appropriate strategies that can be applied to respond to the conflict triggers.

Tables 8 and nine below capture the categories of conflict triggers in the EAC countries and the strategies that the NHRIs identified as appropriate for addressing them.

Land-related conflict triggers	Agreed strategies for management and resolution
Minerals and investors	<ol style="list-style-type: none"> 1. Conducting human rights impact assessments. 2. Dialogue and engagement with companies 3. Receiving and investigating complaints 4. Advisory role in policy formulation
Minerals/ extractive industries: displacement; property, health, and other social and economic related issues	<ol style="list-style-type: none"> 1. Conduct human rights impact assessment before 2. Proactive engagement with companies, government; encourage setting up advocacy groups such as oil and gas platforms
Pastures/ water/ farming razing land. Pastoral/ grazing and farming rights	<ol style="list-style-type: none"> 1. Receive and investigate complaints 2. Advisory role in policy formulation 3. Proactive engagement with government, ministries departments and agencies; farmers, pastoralists 4. Conducting human rights awareness programmes 5. Monitoring and reporting
Human/ wild life/ forests	Advocacy and legislation reforms
<ol style="list-style-type: none"> a) Lack of framework for compensation b) Conflict with investors c) Conflict with indigenous residents d) Inadequate land policy 	<ol style="list-style-type: none"> 1. Sensitization (wildlife policy service) 2. Complaints and investigations/ forest or game reserves (systematic investigation on rights of indigenous people) 3. Dialogue and engagement 4. Monitoring and reporting
<ol style="list-style-type: none"> a) Conflicts between individuals and government over land access and control. b) Rights of displaced persons c) Rights of returnees. d) Evictions (like urban development). 	<ol style="list-style-type: none"> 1. Advocacy for law reform (eviction guidelines, law on resettlement, compensation for compulsory acquisition) 2. Engagement with relevant MDAs. 3. Sensitization 4. Monitoring , reporting 5. Mediation/ reconciliation 6. Receiving and investigating complaints

Table 9: Strategies for political governance based conflicts

Identified conflict triggers	Agreed strategies
<p>Discrimination and intolerance</p> <ol style="list-style-type: none"> 1. Ethnicity and race including profiling 2. Incitement 3. Hate speech 4. Political manipulations, views differences, and affiliations 5. Religion including negative narratives about particular religions 6. Social status 7. Sex 8. Prejudice (Value based conflicts) 	<ol style="list-style-type: none"> a) Civic education b) Strategic engagements with stakeholders including ministries, departments and agencies (MDAs) c) Advocacy for legal and policy formulation or reform d) Situation analysis on existing systems and practices e) Advocating for social cohesion programmes f) Promoting inter-faith religious dialogues e) Promoting community dialogues on discrimination and intolerance based on these conflict triggers f) Receiving and investigating complaints g) Monitoring and Reporting
<p>Poverty and unemployment</p> <ol style="list-style-type: none"> 1. Corruption 2. Inequity in development and distribution of the country's resources 3. Youth unemployment 4. Lack of accountability by the political class and authorities 	<ol style="list-style-type: none"> a) Strategic engagements with stakeholders including MDAs, political parties. b) Situational analysis of existing systems and practices and their impacts. c) Advocacy for Legal and Policy reforms e.g. the adoption and implementation of the human rights based approach(HRBA) to planning to integrate human rights principles into policies and policy implementation.
<p>Internal Displacement</p> <ol style="list-style-type: none"> 1. Rights of the IDPS 2. Rights of the Host Communities 3. Causes of displacement 	<ol style="list-style-type: none"> a) Strategic engagement (peace and security architecture to tackle the root causes of displacement b) Networking and partnership like Protection Working Groups to advocate for the rights of IDPs and provision of social amenities c) Regular monitoring and reporting on the situation of IDPs and the Host Communities d) Advocacy for law and policy formulation or reform e) Advocacy for the AU Kampala Protocol on Internal Displacement and the UN Guiding Principles on IDPs f) Developing and advocating for the government to adopt and apply Guidelines on Forced Evictions

Identified conflict triggers	Agreed Strategies
<p>Elections</p> <ol style="list-style-type: none"> 1. Lack of level playing field for political actors and civil society 2. Political process that cannot guarantee political change (term limits) 3. Discontent with election outcomes 4. Politically instigated violence 5. Hate speeches 	<ol style="list-style-type: none"> a) Advocacy and engagement with authorities for policy and legal reform b) Public Interest litigation such as legal reforms c) Training of key actors in the political process such as police, election officials, political party youths d) Campaign for public awareness e) Establishing and implementing Early Warning and Early Response Systems f) Identifying likely conflict triggers in the election process and designing appropriate response measures. g) Identifying and monitoring hotspots h) Monitoring of the election process from voter registrations, party nominations, campaigns and voting day and announcement of results i) Receiving and investigating complaints j) Facilitating mediation between different political actors k) Post-election: Monitoring Petitions over the elections; Writing report with appropriate recommendations and taking follow-up actions to press for their implementations.
<p>Abuse of office/lack of accountability/corruption</p>	<ol style="list-style-type: none"> a) General sensitization / civic education b) Public civic education on governance issues to enhance citizen demand for accountability c) Monitoring and reporting and follow-up on the reports d) Public interest litigation e) Conducting thematic studies to expose findings and issues for the attention of the authorities and for advocacy f) Networking and engagement with relevant stakeholders

3.4. Strengthening the regional network between East African NHRIs

During the evaluation process the importance of synergy between EAC NHRIs was emphasized. The NHRIs stressed the need to work together in tackling sensitive conflict issues within the region as this would give them a strong voice when conveying messages on critical human rights issues. The meeting, therefore, recalled that in 2009 the EAC NHRIs had resolved to form an association that would facilitate their collaboration in human rights work within the region and that by 2013 they had agreed to draw a constitution, structures and terms of reference. Noting that this was not done and that all meetings of the EAC NHRIs on conflict issues have been done under the auspices of a Forum of EAC NHRIs facilitated by NANHRI and RWI, the NHRIs again agreed that a stronger organization bringing together the EAC NHRIs be formed by merging the EAC NHRIs Forum with the EAC NHRIs Association especially given that the members of the two organizations are the same. The UHRC was asked and agreed to take steps to coordinate the merging of the two organizations into one.

4.0 WAY FORWARD

4.1. Resolutions of the Forum of EAC NHRIs

The Forum of EAC NHRIs meeting in Dar es Salaam in November 2016 reviewed the list of issues and recommendations that had emerged during the evaluation of the Three Year Action Plan and agreed on the way forward for enhancing the work of EAC NHRIs in conflict resolution, management and peace-building. The way forward was expressed in form of resolutions that were adopted by the Forum. In the resolutions the Forum agreed to:

- Adopt with amendments the Three Year Action Plan that had expired for implementation by the EAC NHRIs for another three years running from 2017 to 2019.
- Develop a practical guide and a monitoring and evaluation (M&E) framework by the second quarter of 2017 to assist monitoring the implementation of the Action Plan.
- Take steps to strengthen the capacity of the EAC NHRIs to effectively implement the new Three Year Action Plan.
- Request NANHRI and RWI to provide technical assistance and coordinate mobilisation of resources for effective and successful implementation of the Action Plan.
- Request NANHRI and RWI to provide technical support for developing and or strengthening the Early Warning and Early Response systems of each of the EAC NHRIs.
- Organize meetings of the EAC NHRIs around the Annual meetings of the East Africa Community (EAC) meetings and ensure regular meetings.
- Explore the possibility of strategic collaboration with the EAC secretariat in the implementation of the Action Plan and human rights work generally.
- Mainstream and integrate gender and issues of marginalized groups, including: youth, persons with disabilities (PWDs) in the activities intended for the implementation of the Action Plan;
- Request NANHRI and RWI to assist in mobilizing resources for strengthening existing community dialogues on conflict management, resolution and peace-building.
- Agreed that in future, the reports to RWI and other donors should show: accomplishments, clear identity of the association/ forum, as well as, proper documents and guidelines outlining the roles and responsibilities of the EAC NHRIs.
- Take steps to formalize a sustainable structure for cooperation and coordination between EAC NHRIs by merging the association and forum of EAC NHRIs into one body, to enhance efficiency and effectiveness in the implementation of activities for promoting and protecting human rights in the region.

- Reaffirm that a member NHRI designated as the Secretariat at a given time will assume responsibility and commit to coordinate activities of the EAC NHRIs umbrella body till the end of its term. To that extent NANHRI was requested to officially communicate to UHRC as the last designated Secretariat, in order to follow up on matters agreed on in earlier meetings and the Dar es Salaam meeting. In particular UHRC was requested to coordinate the formulation of a structure for the merged organization by proposing a draft constitution, activities, funding sources, and other guidelines.

ANNEX 1.0: COMMUNIQUÉ

A consultative forum of the EAC NHRIs on conflict management, resolution and peace building.

Communiqué

We, the representatives of EAC NHRIs, meeting at Protea Hotel Courtyard in Dar-es-Salaam, Tanzania, from November 8-10, 2016, to review our Action Plan on the role of National Human Rights Institutions in Conflict Management, Resolution and Peace Building developed in 2013;

ACKNOWLEDGING the support of the Network of African National Human Rights Institutions (NANHRI) and Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI) in convening this meeting;

APPRECIATING the generosity of the Commission on Human Rights and Good Governance (CHRAGG) in hosting this meeting;

COMMENDING the support by the Government of the United Republic of Tanzania represented by Prof. Sifuni Ernest Mchome, Permanent Secretary, Ministry of Constitutional and Legal Affairs for the work done by EAC NHRIs in the critical area of conflict and peace building;

NOTING the work that has been done by the EAC NHRIs towards implementation of the Action Plan;

FURTHER NOTING the challenges faced in the course of implementation of the Action Plan;

CONVINCED that conflict drivers identified in 2013 namely land and governance based conflicts remain prevalent in the EAC region;

NOTING that NHRI's have a key role in conflict management, resolution and peace building;

ACKNOWLEDGING the importance of working jointly and with other actors toward conflict management, resolution and peace building in East Africa;
Have agreed;

1. To adopt and continue implementing the previous Action Plan with amendments for a further three-year period, 2017 to 2020;
2. To develop a practical guide and a monitoring and evaluation framework for the effective implementation of the Action Plan;
3. To strengthen the capacity of EAC NHRIs to effectively implement the Action Plan;
4. To integrate the Action Plan in our strategic and annual work plans supported by the required budgets;
5. To request NANHRI and RWI to provide technical assistance and coordinate mobilization of resources towards the effective implementation of the Action Plan;
6. To request NANHRI and RWI to assist in mobilizing resources for strengthening existing community dialogues on conflict resolution and peace building;
7. To request NANHRI and RWI to provide technical assistance for strengthening and implementing the ERSs of each EAC NHRI;
8. To explore strategic collaboration with the EAC Secretariat in the implementation of the Action Plan;
9. To mainstream and integrate gender and marginalized groups including but not limited to the youth and persons with disabilities in the activities intended for the implementation of the Action Plan;
10. To take steps to formalize a sustainable structure for cooperation and coordination by merging the Association and Forum of EAC NHRIs in order to enhance efficiency and effectiveness in the implementation of actions to promote and protect human rights in the region.

Adopted at Dar-es-Salaam this 10th Day of November 2016 by:

Burundi – Commission Nationale Indépendante des Droits de l’Homme

Kenya – Kenya National Commission on Human Rights

Tanzania – Commission for Human Rights and Good Governance

Uganda – Uganda Human Rights Commission

Rwanda – National Commission for Human Rights (absent with apology)

Areas of focus

Land and resource based conflicts

1. Minerals/ oil/ gas/
2. Water
3. Forests
4. Pastures/ farmers rights
5. Borders
6. Investors
7. Human/ wildlife

Governance based conflicts

1. Elections
2. Lack of level playing field for political players
3. Term limits
4. Abuse of office
5. Lack of accountability
6. Youth unemployment
7. Corruption
8. Ethnicity
9. Religion
10. Internal displacements

Annex 2: Monitoring and Evaluation Plan for Conflict Resolution, Prevention, Management and Peace-Building in East African Community by NHRIs

2.1: Project summary

Challenges and gaps to be addressed through the Action Plan	<ul style="list-style-type: none"> i. Lack of a strong coordination and synergy among the EAC NHRIs in conflict resolution, management and peace-building. ii. Absence of a common approach for resolving cross-border conflicts. iii. Ad hoc and reactive approach to addressing conflicts iv. Limited skills and expertise in conflict management and peace-building. v. Budgetary constraints. vi. Lack of prioritization of conflict management and peace-building initiatives. vii. Limited collaboration between NHRIs and other national stakeholders.
Goal	
Objectives	<ul style="list-style-type: none"> i. To develop the capacities of key stakeholders including institutions and east Africans on conflict management and peace building; ii. To foster a culture of peace, respect for democracy and good governance in society including peaceful elections in the region; iii. To foster collaboration among NHRIs to work in conflict prevention, resolutions, management and peace building;
Strategies for addressing the challenges and gaps	<p>The three year activity plan developed by EAC NHRIs seeks to address the above challenges through the following strategies:</p> <ul style="list-style-type: none"> A. Training NHRIs and other stakeholders on conflict management and peace-building B. Thematic trainings and peace education C. Networking and partnership with stakeholders including government institutions, civil society organizations, regional institutions.
Activities	<p>Develop contextualized courses on conflict in collaboration with NHRIs and other stakeholders to tailor the courses to the needs of East Africa.</p> <ul style="list-style-type: none"> a) Conduct thematic trainings in conflict management and peace building. b) Develop a strategic work plan to specifically focus on conflict management and peace building. c) Design monitoring and evaluation mechanism to monitor human rights violations and train NHRIs on effective monitoring skills; d) Implement community dialogue program e) Conduct trainings for NHRIs and key stakeholders on the fundamentals of elections in peace processes and on international and regional election standards which include the AU standards on elections, ICGLR protocols on elections, among others. f) Develop annual good governance barometer to facilitate the monitoring of democracy and good governance in the region (NANHRI in collaboration with NHRIs) g) Publish an annual consolidated report on the state of human rights and conflict in the region (NANHRI in collaboration with NHRIs) h) Civic education awareness created on peace, human rights and good governance. i) Set up specific country early warning systems j) Facilitate periodic meetings of NHRIs to improve coordination and collaboration for effective intervention in conflict management and peace building.

Activities	<p>k) Facilitate periodic regional meetings between NHRIs and CSOs to identify areas of possible collaboration on conflict related issues.</p> <p>l) Develop rights based conflict management and peace building guidelines to ensure uniform standards in dealing with conflicts.</p>
Target beneficiaries	<p>The initiative targets the five EAC NHRIs, namely:-</p> <ol style="list-style-type: none"> 1. Independent National Human Rights Commission of Burundi 2. Kenya National Commission on Human Rights 3. Rwanda National Commission on Human Rights 4. Tanzania Commission for Human Rights and Good Governance 5. Uganda Human Rights Commission
Target location/area of coverage	<p>Five countries of the East African Community namely:-</p> <ol style="list-style-type: none"> I. Burundi II. Kenya III. Rwanda IV. Tanzania V. Uganda

Annex 2.2: Data description and collection plan

Output	Brief description of type of data to be collected	Responsibility
A contextualized training module developed	Number and content of the training modules developed	NHRIs
Increased knowledge and skills in the various thematic areas by NHRIs and other stakeholders	Level of understanding and skill on the different thematic areas	NHRIs
Work plan on conflict management and peace-building	Existence of workplan document and contents	NHRIs
Monitoring and evaluation mechanism for human rights violations	Existence of document	NHRIs
Peace and human rights volunteers supported and trained on peace and conflict	Nature/kind of support	NHRIs
NHRIs stakeholders acquire knowledge and skills on elections and peace process	Level of understanding and skill in dealing with election and peace processes	NHRIs
Standardized annual good governance barometer developed	Existence of a document	NANHRI
Consolidated information on state of human rights and conflict in the region produced	Report document existence	NHRIs
Increase in knowledge by communities and civil society on peace, human rights and good governance	Level of understanding and awareness	NHRIs
An early warning system developed by each of the NHRIs	Nature of systems established	NHRIs
Improved coordination and collaboration amongst NHRIs and with CSOs on conflict management and peace building	Nature/kind of collaboration and partnerships	NHRIs
Dialogue platform created for discussion between CSOs and NHRIs on conflict and peace building issues	Kind of forum in existence between NHRIs and CSOs	NHRIs
Standardized guidelines on rights based approach to conflict management and peace building developed	Existence of the guidelines and their content	NANHRI

Annex 2.3: Logical framework, monitoring and evaluation plan

Annex 2.3.1 Logical framework

Description	Performance indicators	Means of verification	Assumptions
Objective 1: To develop the capacities of key stakeholders including institutions East Africans on conflict management and peace building.	Enhanced capacities of the targets on conflict management and peace building	Programme assessment reports	Capacities will be utilized in developing and running conflict management systems and peace building
Objective 2: To foster a culture of peace, respect for democracy and good governance in society including peaceful elections.	Reduction in human rights violations; sustained peace in the region particularly in the conduct of general elections.	Programme reports; NHRIs reports;	Cooperation between the NHRIs and other government agencies
Objective 3: To foster collaboration among NHRIs to work in conflict prevention, resolutions, management and peace building.	Improved collaboration and interaction between NHRIs on issues relating to conflict management and peace building.	NHRIs activity reports; Programme reports	Interactions will be sustained beyond project life
Output 1.1.1: A contextualized training module developed	Training module developed	Document developed; Programme reports	NHRIs will prioritise and hold trainings in their countries
Output 1.1.2: Increased knowledge and skills in the various thematic areas by NHRIs and other stakeholders	Increase in knowledge	Activity feedback reports Programme reports	Skills will be applied in NHRIs work
Output 1.1.3: Work plan on conflict management and peace-building	Finalised work plan document	Work plan document	Prioritisation by individual NHRIs
Output 1.1.4: Monitoring and evaluation mechanism for human rights violations	Mechanisms developed and adopted	Programme reports	Monitoring exercises will be sustained by NHRIs

Description	Performance indicators	Means of verification	Assumptions
Output 1.1.5: Peace and human rights volunteers supported and trained on peace and conflict	Nature of support provided to volunteers on peace and conflict	Programme reports	Strong cooperation between and among NHRIs and volunteers
Output 2.1.1: NHRIs stakeholders acquire knowledge and skills on elections in peace process	Increase in knowledge and skills on elections in peace process	Programme reports	Skills will be applied to conflict situations
Output 2.1.2: Standardized annual good governance barometer developed	Good governance barometer developed/ finalised	Document developed	Cooperation in application of the barometer by all NHRIs
Output 2.1.3: Consolidated information on state of human rights and conflict in the region produced	Documentation of state of human rights and conflicts in the EAC	Document developed	Application of report findings and recommendations
Output 2.1.4: Increase in knowledge by communities and civil society on peace, human rights and good governance	Increase in knowledge and understanding	Activity reports Programme reports	Active engagement by the community in conflict resolution
Output 2.1.5: An early warning system developed by each of the NHRIs	Early warning system developed and adopted	NHRI reports Programme reports	Sustained effective use of early warning systems
Output 3.1.1: Improved coordination and collaboration amongst NHRIs and with CSOs on conflict management and peace building	Extent of improvement on coordination and collaboration from the previous status	Programme documents; NHRI reports	Strong cooperation between NHRIs and CSOs
Output 3.1.2: Dialogue platform created for discussion between CSOs and NHRIs on conflict and peace building	Platforms for discussions created	Programme documents; NHRI reports	Strong cooperation between NHRIs and CSOs
Output 3.1.3: Standardised guidelines on rights based approach to conflict management and peace building developed	Guidelines developed and adopted	Programme reports	NHRIs will integrate the guidelines in their work

Description	Performance indicators	Means of verification	Assumptions
Activity 1.1.2.1 Conduct thematic trainings in conflict management and peace-building	b) Transitional justice, reconciliation and reintegration c) Business and human rights in the context of conflict prevention and management d) Conflicts and human rights reporting e) Rights of displaced persons including refugees and returnees, and other vulnerable groups f) Early warning and response programmes	Programme reports; NHRI reports	
Activity 1.1.3.1: Develop a strategic work plan to specifically focus on conflict management and peace building.	Existence of finalized strategic plan; Extent to which the planned activities sustainable well.	Programme reports; NHRI reports	NHRIs will prioritise work on conflicts management and peace-building in their annual plans
Activity 1.1.4.1: Design monitoring and evaluation mechanism to monitor human rights violations and train NHRIs on effective monitoring skills.	Monitoring and evaluation plan developed on monitoring human rights violations and training of NHRIs	Programme reports; NHRI reports	
Activity 1.1.5.1: Implement community dialogue programme	Kind of support for strengthening human rights and peace volunteers at selected community levels in hot spots areas. Number of trainings conducted for volunteers. Number of peace forums conducted in the communities.	Programme reports; NHRI reports	Strong cooperation between NHRIs and the CSOs and communities

Description	Performance indicators	Means of verification	Assumptions
Activity 2.1.1.1: Conduct trainings for NHRIs and key stakeholders on the fundamentals of elections in peace processes and on international and regional standards including the AU Standards on Elections, ICGLR protocols on elections, among others.	Number of trainings conducted for NHRIs and key stakeholders	Programme reports; NHRI reports	NHRIs will prioritise allocating funds to the trainings
Activity 2.1.2.1: Develop annual good governance barometer to facilitate the monitoring of democracy and good governance in the region (NANHRI in collaboration with NHRIs).	Standardised barometer in place and applied by all NHRIs	Programme reports	NHRIs will be applying the barometer for monitoring in their countries
Activity 2.1.3.1: Publish an annual consolidated report on the state of human rights and conflict in the region (NANHRI in collaboration with NHRIs).	Consolidated report published outlining best practices, cross-cutting themes and challenges	Programme reports	cooperate in developing and reviewing of the final report
Activity 2.1.4.1: Civic education awareness created on peace, human rights and good governance.	IEC materials developed; materials shared over media “Peace spaces” developed in communities and schools	Programme reports; NHRI reports	NHRI will set aside resources to undertake public awareness creation
Activity 2.1.5.1: Set up specific country early warning systems	Developed indicators for tracking of potential conflict; Hotspots/issues monitored; Early response mechanisms developed	Programme reports; NHRI reports	NHRIs will prioritize the establishment of early warning systems
Activity 3.1.1.1: Facilitate periodic meetings of NHRIs to improve coordination and collaboration for effective intervention in conflict management and peace building	Number of NHRIs periodic meetings held	Programme reports	Strong collaboration between NHRIs and CSOs
Activity 3.1.2.1: Facilitate periodic regional meetings between NHRIs and CSOs to identify areas of possible collaboration on conflict related issues	Number of meetings held for NHRIs and CSOs	Programme reports	Strong collaboration between NHRIs and CSOs
Activity 3.1.3.1: Develop rights based conflict management and peace building guidelines to ensure uniform standards in dealing with conflicts	Guidelines developed and applied by NHRIs		NHRIs will adopt the guidelines developed and integrate them in their work

Annex 2.3.2: Performance Monitoring Plan

Output	Output Indicator (Key Monitoring Results)	Means of verification	Frequency of reporting	Year 1	Year 2	Year 3
Output 1.1.1: A contextualized training module developed	Training module developed	NHRI reports	Annually	Consultant hired by NANHRI and development of module commissioned	Module validated	Training module developed
Output 1.1.2: Increased knowledge and skills in the various thematic areas by NHRIs and other stakeholders	Increase in knowledge	NHRI reports	Annually	NHRIs conduct trainings for their staff on the different thematic areas	NHRIs conduct trainings for their staff on the different thematic areas	NHRIs conduct trainings for their staff on the different thematic areas
Output 1.1.3: Work plan on conflict management and peace-building	Finalised work plan document	Work plan document	Annually	Each NHRIs develop work plan		
Output 1.1.4: Monitoring and evaluation mechanism for human rights violations	Mechanisms developed and adopted	NHRI reports	Annually	NHRIs develop monitoring and evaluation mechanisms	NHRIs train their staff on effective monitoring	NHRIs train their staff on effective monitoring
Output 1.1.5: Peace and human rights volunteers supported and trained on peace and conflict	Nature of support provided to volunteers on peace and conflict; Number of peace and human rights volunteers trained	NHRI reports; Project reports	Annually	Support to volunteers; x number of volunteers trained	Support to volunteers; x number of volunteers trained	Support to volunteers; x number of volunteers trained

Output	Output Indicator (Key Monitoring Results)	Means of verification	Frequency of reporting	Year 1	Year 2	Year 3
Output 2.1.1: NHRIs stakeholders acquire knowledge and skills on elections in peace process	Increase in knowledge and skills on elections in peace process	Capacity assessment reports; project reports; NHRI reports	Annually	x number people trained	x number people trained	
Output 2.1.2: Standardized annual good governance barometer developed	Good governance barometer developed/ finalized	Project reports	Annually	Annual barometer developed	Annual barometer developed	Annual barometer developed
Output 2.1.3: Consolidated information on state of human rights and conflict in the region produced	Documentation of state of human rights and conflicts in the EAC	Project reports	Annually	Annual report developed	Annual report developed	Annual report developed
Output 2.1.4: Increase in knowledge by communities and civil society on peace, human rights and good governance	Increase in knowledge and understanding	Project reports; NHRIs reports	Annually	Increase in knowledge and understanding	Increase in knowledge and understanding	Increase in knowledge and understanding
Output 2.1.5: An early warning system developed by each of the NHRIs	Early warning system developed and adopted	NHRI reports; Project report	Annually	Early warning systems developed by all NHRIs		
Output 3.1.1: Improved coordination and collaboration amongst NHRIs and with CSOs on conflict management and peace building	Extent of improvement on coordination and collaboration from the previous status	NHRI reports; Project report	Annually	Improved coordination and collaboration	Improved coordination and collaboration	Improved coordination and collaboration

Output	Output Indicator (Key Monitoring Results)	Means of verification	Frequency of reporting	Year 1	Year 2	Year 3
Output 3.1.2: Dialogue platform created for discussion between CSOs & NHRIs on conflict and peace building issues	Platforms for discussions created	NHRI reports; Project report	Annually	Hold two meetings (biannual)	Hold two meetings (biannual)	Hold two meetings (biannual)
Output 3.1.3: Standardized guidelines on rights based approach to conflict management & peace building developed	Guidelines developed and adopted	NHRI reports; Project	Annually	Guidelines developed		

Annex 2.3.3: Performance Evaluation Plan

Results level	Performance indicator	Operational definition of the indicator	Calculation of performance	Data Source	Data collection methodology	Frequency of data collection
Objective 1: To develop the capacities of key stakeholders including institutions and East Africans on conflict management and peace building	Enhanced capacities of targets on conflict management and peace building	Skills and knowledge in dialogue, mediation and reconciliation processes	Change in individual and institutional capacity assessments	NHRI Reports; Assessment report	Desktop study; assessment questionnaire	Annual
Objective 2: To foster a culture of peace, respect for democracy and good governance in society including peaceful elections in the region	Reduction in human rights violations	Number of human rights violation incidences reported	Difference in number of human rights incidences reported	Conflict mapping databases; NHRIs reports	Desktop study;	Annual
	Sustained peace in the region particularly in the conduct of general elections	Absence of conflicts and human rights violations in the region	Pro-longed absence of conflicts and human rights violations relating to conflicts	Human rights reports; NHRIs report	Desktop study;	
Objective 3: To foster collaboration among NHRIs to work in conflict prevention, resolution, management and peace-building	Improved collaboration and interaction between NHRIs on issues relating to conflict management and peace building	Partnership and cooperation among NHRIs and between NHRIs and the CSOs and sub-regional bodies	Strength and frequency of partnership and cooperation	Strength and frequency of partnership and cooperation	Desktop study; Key informant interviews	Annual

Annex 2.4: Performance Results Reporting

Objective	Reporting period	
	Planned results	Actual results
Programme Notes:		
Implications of the actual results on the programme		
Implications of the actual results on the target beneficiaries:		
Key recommendations for programme/strategic plan implementation team		
Key recommendations for programme/ strategic plan stakeholders		

	Reporting period	
	Planned results:	Actual result:
Programme notes:		
Implications on the actual results on the programme:		
Implications of the actual results on the target beneficiaries:		
Key recommendations for programme/ strategic plan implementation team		
key recommendations for programme/ strategic plan stakeholders		

Annex 2.5: Documentation Plan

Document title	Brief overview of content in the document	Analysis/Synthesis of content	Packaging	Primary author (s)	Compiler / Reviewer(s)	Target audience	Dates when document is required
Annual Reports	Activities carried out by the different NHRIs and the outputs of each	Activity reports	Newsletter	NHRIs	NANHRI	NHRIs, Government agencies and CSOs	December annually
NHRI/ Country Best Practices	A selection of best practices from various NHRIs in management of conflicts and peace building	Testimonials from the NHRIs	Booklet	NHRIs	NANHRI	NHRIs	December 2019
Evaluation Report	An evaluation of impact of the project	Review of implementation and results vis-à-vis the plans to establish success of initiative	Booklet	NANHRI	NHRIs	NHRIs, government agencies, CSOs and development partners	December 2019



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