

**ETHIOPIAN HUMAN RIGHTS
COMMISSION
FIVE-YEAR STRATEGIC PLAN**

2012-2016

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Introduction

The Ethiopian Human Rights Commission is a national human rights organization established with the objective to educate the public be aware of human rights, ensure that human rights are protected, respected and fully enforced, as well as to have the necessary measure taken where they are found to have been violated. To realize its objective, the Commission has carried out various activities. In fiscal year 2011-2012 it has carried out basic process change studies and taken steps to set in place operational systems leading to enhancement of working efficiency and productivity.

Objective based institutions must, as operational imperative, prepare strategic plans guiding their programmed activities towards achieving defined outcomes over the plan period. In the event, the commission developed the first 5-year strategic plan (2005-2010), hiring the services of local and foreign experts and advisors, to guide its operations to discharge its mandated duties and responsibilities. The current 5-year strategic plan is the commission second since its establishment.

In so far as the methodology and processes of drafting a strategic plan are as important as the text itself, the commission adopted a participatory approach from the start a broad range of views from the public was gathered, experiences were shared and the needs and inputs of stakeholders reviewed. The extensive discussions, which were held in-house, inclusive of members of management and expert staff, and the sense of ownership generated, is expected to contribute to the proficient implementation of the plan.

This approach of drafting the document by the Commission's own experts who incorporated a broad range of views from the above sources is believed to

encourage the Commission's staff to work with a sense of ownership and full commitment.

The major reasons for drawing the strategic plan are:

- Conclusion of the previous strategic plan's period
- Need to draw a plan that is in keeping with the spirit of the Five-Year Growth and Transformation Plan
- Need to put in place a plan to guide the Commission in the next five years, ensure working efficiency and effectiveness as well as lay a system of monitoring and evaluation.

In the course of preparing the strategic plan, the technical committee was guided by locally and internationally recognized principles of strategic plan preparation. The plan highlights the status of the country's human rights beginning with the general situation of Ethiopia. It also contains other issues including a brief overview of the previous strategic plan, the powers and responsibilities of the Commission; the Commission's vision, mission and values, analysis of stakeholders, SWOT analysis, objectives and goals. The strategic plan outlines the major duties of the Commission in the next five years, and standards as well as monitoring and evaluation guidelines.

1. General situation of the country

1.1 Statistical data

Based on the 2005 National Population and Housing Census, the Central Statistics Agency reported in 2009 that the population of Ethiopia has reached 79,455,634, out of which 39,371,829 are women. This puts Ethiopia as the second most populous country of sub-Saharan Africa next to Nigeria. Of the total population, 83.9% live in the countryside while the remaining 16.1% live in urban areas. With regard to the age composition children and youth of under 18 years represent 52% while adults above 65 years represent a mere

4%. Citizens of between 15 and 64 years of age considered to be within the productive age group represent 51.9%.

Studies indicated that by 2010, the number of people carrying HIV virus in their blood stood at 1.2 million, about 80,000 of whom are children. The number of children who lost one or both of their parents stood at 5,423,459 while 804,184 of these were orphaned due to AIDS.¹

Ethiopia is a country of over 70 nations, nationalities and peoples speaking more than 80 languages. The country is structured into 9 regional states, one city administration and one city council based on settlement patterns, language, national identity and wishes of the peoples concerned.

1.2. Legal and Institutional Framework

The FDRE Constitution, which is the supreme law of the land, enshrines the basic rights and freedoms of citizens and lays the cornerstone for the foundation of respect for individual and group rights. All the five fundamental constitutional principles have significant bearing on the protection of human rights. One of the constitutional principles is exclusively devoted to the issue of human rights protection. Furthermore, each regional state has its own constitution in which human rights issues occupy a prominent place.

Apart from containing all the international agreements ratified by Ethiopia, the Constitution also provides that all human rights conventions contained in its various articles be in conformity with international human rights laws, agreements and principles. Ethiopia has also ratified the main UN human rights conventions as well as regional conventions and included them into the law of the land.

Broad-based legislative reforms had been made to ensure full respect for and protection of human rights. Accordingly, and to the extent of the country's level of development and in line with human rights guidelines, a new Criminal Law, a Labor Proclamation, Pension Law, Family Law and others have been enacted.

¹ MOH, single Point HIV Prevalence Estimate, June 2007 and HAPCO, national fact sheet, 2010

Efforts are still underway in the preparation of other pertinent legal instruments.

The bodies foremost among the institutions charged with the responsibility of ensuring respect of human rights are the legislative, executive and judicial organs of the Government. On the basis of recommendations issued by the Constitutional Inquiry Committee, the House of the Federation is empowered to interpret the Constitution including human rights issues. Apart from these, the Ethiopian Human Rights Commission and the Office of the Ombudsman are institutions established specifically to play major roles in the protection of human rights. The National Election Board, the Ethics and Anti-Corruption Commission, the Employer- Employee Affairs Board and others are included among the major authorities charged with the protection of human rights. Non-governmental organizations, especially those undertaking research studies in matters related to promotion of human rights and provision of legal support and counseling services also have their own roles to play.

In general, a good beginning has been made in the process of preparing legal framework for the promotion of human rights and consolidation of human rights institutions. However, there is no gainsaying the fact that the implementing bodies have some operational, organizational and perception problems. In particular, this applies to the country's justice administration sector. Some studies indicate that these bodies are not discharging their duties in implementing the international conventions ratified by Ethiopia to the extent required.

1.3 Economic situation

Pursuant to the adoption of its agriculture-led industrial development strategy, the Government has been guiding economic growth and poverty reduction objectives by implementing medium and long-term development plans. The

strategy was able to spur growth to the extent that, in the recent years the Ethiopian economy was able to register significant growth. In the event, GDP registered an average growth of 11%, with sectoral performances of 8.4% by agriculture, 10% for this industrial sector and 14.3% by the service sector.²

In effect the GDP rose from 86.7 billion birr in 2004 to 383.4 billion birr in 2010. In sectoral terms the share of agriculture was 42%, that of the service sector was 42% and the industrial sector contributed 13% of the overall growth. Due to the structural changes in the economy, the share of the agricultural sector showed a declining trend over time, while that of the service sector increased significantly. The steady economic growth registered over the years has also increased per capita income from 683 USD in 2006 to 992 USD in 2010.³

Inflation which continued to rise in recent years reached 36% in 2009. Although this was reduced to 8% in 2010 through administrative and policy measures taken by the Government, the rate of inflation escalated in 2011.

Currently, the Government has continued unabated with its drive to attain fast economic growth and further drew up to growth and Transformation Strategic Plan for the 5-year period of 2011-2015 to achieve substantial growth in all the sectors of the economy.

Nonetheless, and in spite of the significant changes made in the economic sector, it still faces challenges and constraints requiring particular attention. These factors are identified as follows.

- Continuously Missing cost of living
- Unemployment in urban areas
- Low level of per capita income despite recent increases, and

² Growth and Transformation Plan

³ MoFED, annual report on Economic Development, 2002

- Persistent food insecurity despite the encouraging interventions by the Government in the rural areas.

1.4 National Human Rights Status

Historically, the concept of human rights was neither developed in theory nor was it legally framed under the previous governments. Prior to the first written constitution, citizens were forced to bear absolute loyalty to the king and his officials. At the time, it was unthinkable for citizens to talk about their civic rights except to demonstrate their loyalty and faithfulness to the king and his government. The country's first constitution which was promulgated in 1931 brought no change to the human rights of citizens. That constitution, which is said to have been graciously granted by the king to his people, did not pay much attention to protection of human rights except to uphold the king's authority. It also implied that the Government was in no way obligated to its citizens. That constitution did not put any restriction on governmental powers with the exception of some provisions that placed some limits or restraints on religious or traditional grounds. Thus, the first constitution, although emerging as a written law, failed to produce any useful results for citizens. It only served to consolidate the monarchic rule to an absolute status.

Even the Revised Constitution of 1954 did not effect any useful revision as the name suggests. It only reaffirmed the basic principles and directions of the first one and endorsed its validity. It also approved the king's absolute powers of governance. Although the constitution showed some glimpses of human and democratic rights in its chapters and also recognized the rights of organization, election or peaceful assemblies, yet these rights were restricted by expressions such 'as the law permits' or 'in accordance with the law'. As a result, these rights lacked essence and practicality.

It was in 1974 that the democracy-thirsty Ethiopian people, unable to bear the entrenched repression and exploitation of the feudal order, succeeded to topple the feudal regime by rising in unison. However, the military, which was the only organized and structured body, and its junta the derg that came to power at the time cleverly took advantage of the mass revolt and established a provisional military government through which it ruled the country by decree and force of arms for 13 years. Both in theory and practice, human rights of citizens at the time reached a critical stage from which it seemed impossible to recover.

The Derg's Constitution of the Federal Democratic Republic of Ethiopia (FDRE) adopted in 1985 was the third constitution of the country. Its adoption marked the establishment of the Ethiopian Peoples' Democratic Republic to replace the military regime. The constitution of the military regime was said to have been approved following a popular referendum. That document was allegedly copied from the 1985 constitution of the former Soviet Union. As a document that preached the establishment of a unitary government and the necessity to fight imperialism and poverty on the basis of scientific socialism, this constitution was more of a revolutionary manifesto than a legal document. The Derg's constitution endorsed the Ethiopian Workers' Party as a sole political party with absolute powers. In addition to reflecting basic socialist values, the document also 'evened the field' for the military government to stay in power under a changed name. Although this constitution recognized certain social, civil, economic and social rights, this gesture was only nominal as none of these rights were protected in practice.

Following the fall of the Deg regime in armed struggle, a Transitional Charter was drawn to serve as a constitution until the adoption of the country's constitution. Although the Transitional Charter was considered as an agreement of the various opposition political groups that together toppled the Derg in armed struggle, it gave due recognition to human rights principles

enshrined in the UN Declaration of Human Rights and other international conventions. The Charter's formulation appeared to favour protecting civil and political rights.

The FDRE Constitution which was adopted in 1995 is a document reflecting the principle of transparency. This is worthy of special appreciation. It contains 11 chapters classified into 106 articles. Chapter 3 of the Constitution is subdivided into two parts each providing separately for human and democratic rights in an elaborate manner. Chapter 2 is devoted to the exposition of basic constitutional principles. In article 10 of this chapter, human right is described as inalienable human rights. The inclusion of this article proved that human rights are inalienable, inseparable and universal principles. On the whole, the FDRE Constitution is a covenant entered into by the Ethiopian peoples and a document that focuses on protection of, and respect for, human rights. Various legislative, executive and judiciary bodies of the Government have been put in place at the federal and regional levels to uphold and protect human rights principles enshrined in international human rights conventions and recognized by the Constitution. A number of democratic institutions have been established to make the public aware of human rights issues and to monitor and assess progress in human rights protection.

1.4.1. Civil and political rights

It is clearly provided in the Constitution that political power can be assumed only through elections. The Constitution also states in unequivocal language that any Ethiopian citizen, without any discrimination as to sex, color, ethnicity, nationality, language, religion or political outlook, has the right to elect or be elected. Accordingly, four national elections have been conducted in the country since the change of government in 1991. The elections were for seats in the House of Peoples Representatives, regional councils and kebele councils. Various political parties including the ruling party participated in

these elections. In the 2010 elections, 79 political parties were registered but only 63 participated, and the level of contest among parties has gained momentum from time to time. The previous tendency to refuse to accept election results in good faith was absent at the end of the 2010 elections.

Women throughout the country have been playing a conspicuous role in electoral processes. For example, the number of women that won seats in the House of Peoples' Representatives in the last four years alone has increased by 2, 7.7, 21 and 28%, respectively. Yet greater efforts ought to continue to be exerted to raise the number of women parliamentarians and women holding positions of responsibility in the various executive bodies. Wide opportunities including children's parliaments have also been created for the country's children to train themselves in developing their leadership skills to prepare them to play a meaningful role in building a democratic order. Accordingly, children have managed to establish children's councils and clubs on their own initiative.

Based on the free will of members, various professional associations, women's associations and federations, youth associations and federations, residents' forums, children's clubs and others are actively working to protect the rights and interests of their members in an organized way.

Encouraging initiatives have also been taken in recognizing and protecting civil rights of citizens. This is particularly evident in the country's centers of detention and corrections where efforts are being made to stop torture and inhuman treatment. Worthy of special mention in this regard is the obvious trend to commute death sentences of prisoners to life imprisonment. Although encouraging initiatives continue to be taken to improve judicial administration with regard to human rights protection, serious gaps still exist in the less developed regions. Certain weaknesses are still witnessed in the centers of detention in such regions where persons under custody on grounds of

suspicion find it difficult, due to budget and material constraints, to have access to information and legal services that enable them pursue their cases and defend themselves. On the other hand, encouraging initiatives are being taken to put in place special court procedure for considering cases of juvenile offenders and handling testimonies of children and child victims of offence.

On the whole, the country continues to take serious steps to ensure that its citizens' civil and political rights are respected and protected. However, serious gaps are still being witnessed due to the following conditions:

- Unavailability of strong opposition political parties
- Lack of adequate services for prisoners especially in relation to provision of food, shelter and clean water, etc....
- Keeping convicted prisoners with those on remand or those not yet declared guilty
- Inability of prisoners held in custody as suspects to obtain adequate services especially in accessing defense information and lawyers
- Failure to establish children's special courts in sufficient numbers
- Poor upkeep of children in the various children's rehabilitation centers
- Recurring religious conflicts
- Lack of consolidation of the private media

1.4.2. Economic, social and cultural rights

A. Economic rights

Economic rights are duly acknowledged in Articles 40, 41 and 42 of the Federal Constitution and in the international economic, social and cultural covenants ratified by Ethiopia. The Government has set the legal framework required to ensure citizen's economic rights. Serious activities have been underway to ascertain that the rights of citizens to gain jobs, produce wealth, organize workers' associations, and so on, are duly respected. In addition,

intensive efforts to formulate policies and programs to facilitate human rights protection continue.

On the whole, 80.6% of the country's population are engaged in some kind of work. Out of these, only 47% are engaged in what is termed regular employment. Of the 47%, the share of women is 14% less than that of men. Furthermore citizens that make a living without any payment through vulnerable employment make up 51.8% of the total regular and non-regular employment and the share of women exceeds that of men by 16% in this sector.⁴

Currently, there exists a substantial number of workers' associations enfolded in the Confederation of Labor Unions recognized at the national level.

The government is supporting and strengthening in the associations to the extent of its available capacity in this respect.

The Government is implementing diverse programmes to ensure the social security of its citizens. Of special relevance to the rural areas are the productive safety net programs for equalizing national food security; a resettlement program based on free will of the participants; and at the household level, assistance to the families to acquire the capacity to produce wealth. In the urban areas, efforts have also been underway to put in place various programs and strategies that create job opportunities for citizens. In the just-concluded five-year development program known as PASDEP, efforts were made to create jobs for citizens in the private sector, through small-scale and cottage industries technical and vocational training establishments; and housing development programs. A large number of urban residents have become beneficiaries of these programs. In the event, it was possible to reduce urban unemployment rate from 26.4% in 1996 to 18.9% in 2002. In gender

⁴ UNDP, human development report, 2000

terms, in women's case the reduction was from 35.2% to 27.4% and in men's case from 17.6% to 11% over the same period.

On the whole, in the last seven years, the Government has allocated an average of 60% of its budget to sectors that focus on poverty alleviation. It can safely be claimed that in efforts to achieve economic development through job creation and poverty reduction, a large section of the society has benefited considerably. Improvements have been made especially in ensuring social security of citizens. For example, food insecurity has decreased from 38% in 2005 to 28.2% in 2010. It is to be noted that the country has made appreciable progress in its effort to achieve the Millennium Development Goals (MDGs) especially in reducing the country's poverty and fighting hunger.⁵

In spite of the encouraging initiatives mentioned above, however, the following issues require special attention to fully ensure the economic rights of citizens.

- Unemployment rate especially for urban women is still very critical
- Gap between the rich and the poor is alarmingly wide.
- Urban social security services are minimal
- Some employers do not pay equal salaries for men and women doing same work
- Property ownership claims of women in rural areas is still unresolved

B. Social rights

Health rights

The right to health is one of the fundamental human rights. This right is recognized in Article 41 of the FDRE Constitution as well as in the international economic, social and cultural rights ratified by Ethiopia. At the current stage the Government is engaged in various activities to ensure that

⁵ MDG progress Report, 2010

health services are accessible to all citizens on the basis of its Health Sector Development Programme. To realize this objective, the Government is putting in efforts to make health services accessible to all rural kebeles by implementing its health extension strategy. In effect, the number of the country's health service institutions has increased from year to year.⁶

According to information released by the Federal Ministry of Health, most of the country's health problems originate from easily treatable diseases and such that are related to poor and/or unhealthy food. In recent years, mortality rate of children under five years of age has been on a steady decline. Thus child mortality rate has declined from 123/1000 in 2005 to 101/1000 in 2010. The number of children under five years of age receiving vaccination against various diseases has increased and vaccination coverage has reached 94% in urban areas and 50% in the rural sector. Regarding birth induced mortality among mothers the rate has declined from 871/100,000 in 2002 to 590/100,000 in 2005. According to estimates from the Ministry of Health and the Federal HIV/AIDS Prevention and Control Office, the number of people carrying the virus in their blood has reached 1.2 million in 2010 out of whom about 80,000 are women.⁷

On the whole, subsequent to the various steps taken by the Government,⁸ the country's health service coverage has sharply risen from 30% in 2005 to 89% in 2010. The average life expectancy of citizens currently stands at 56.1 years showing an increase of five years over the figure of the previous ten years.⁹

While these are indeed encouraging signs, certain constraints are still observed in ensuring protection of health rights. The major ones are:

- Rising cost of medication especially in private health institutions

⁶ MOH, Annual statistical abstract

⁷ MOH and HAPCO, single point estimate, 2010

⁸ Growth and Transformation Plan

⁹ UNDP, Human Development Report, 2010

- Critical shortage of health professionals both in number and qualification.
- Inadequate provision of medicines due to budgetary constraints
- Continuing violence against, and exploitation of, women and children which negatively affect their health.
- Considerable rise in the mortality rate of children due to HIV/AIDS, other diseases and lack of adequate food
- Problems caused to public health due to pollutants released by factories and residences in some urban areas.

Right to education

The right to education is duly recognized in the 1948 Universal Declaration of Human Rights. In addition to ratifying international conventions that endorse these rights, Ethiopia has, in Article 41 of the federal Constitution, expressed its commitment to allocate growing budgetary funds to expand educational and health services.

The Government has indeed devoted special attention to the education sector, considering the significant contribution that education makes to the country's sustainable development. Pursuant to the Government's expressed commitment to expand accessibility of educational services to all citizens, it provides the first cycle of elementary and secondary education free of charge. Educational services given at the tertiary level are provided according to a shared cost arrangement. Concerning the national budgetary allocation to the educational sector, its share which was 17.8% of the total in 2006, rose to 25.4% in 2010.¹⁰ On the whole, significant work has been done in the last decades to strengthen the educational sector.

The country's education system covers education at the primary, elementary and secondary levels as well as technical and vocational training, and higher

¹⁰ MOH, Annual statistical Abstract, 2010

education. As part of the Government's efforts to make education accessible to the entire society, elementary school enrollment has increased from 91.3% in 2006 to 93.4% in 2010. During the same period, the enrollment of girl students has jumped from 83.9% to 90.1%. Available information indicates that at this rate the Millennium Development Goals especially in elementary education expansion will be realized.¹¹ Further the student intake capacity of institutions of higher learning has increased from 130,835 in 2006 to 306,758 in 2010. In the same period, student enrollment in these institutions has jumped from 24.8% to 27%.¹²

Obviously, some improvements have been made to raise girls' enrollment by providing special support services. Even so, much remains to be done to achieve equal participation of male and female students. Special attention therefore needs to be given to the following:

- Low coverage of elementary school education in Afar and Somali regions in spite of some progress in both states.
- Need to put in greater efforts to achieve equal participation of male and female students although some progress has been made in increasing participation of girl students.
- High rate of illiteracy in the society especially in rural areas
- Increased level of violence against women including sexual assaults
- Inability to enroll children in pre-regular schools due to low standard of living
- Increases in number of class repeating students
- Inability to provide education at the required level for street children and persons with disability

C. Cultural rights

The FDRE Constitution unequivocally declares that, considering the untapped cultural wealth and values of the country, all nations, nationalities and peoples

¹¹ UNDP, MDG Progress Report , 2010

¹² MOE, Annual Statistical Abstract, 2010

of Ethiopia have the right to speak and write in their own language, develop their language and culture and nurture and protect their history and identity. Although the country has cultural values that encourage collective development, mutual respect and collaboration, there are also many harmful cultural practices that impede social development.

In so far as harmful cultural practices are deeply routed, inherited as they are through generations, they maintain lasting hold over their societies and become causes for violation of human rights. According to studies conducted in this regard, most of victims of the harmful cultural practices, particularly girl child circumcision, abduction, early marriage and others are women and children. The Government has taken various measures to eradicate these harmful cultural practices and has registered some encouraging results. Although the number of victims has been reduced and the side effects of these practices have decreased both in scope and distribution, the problem is far from resolved.

1.4.3. Environmental rights

In recognition of the fact that pollution-free and clean environment is conducive to human health, Article 44 of the FDRE Constitution states that all persons have the right to a clean and healthy environment. The efforts being made by the country to make full use of renewable energy sources coupled with the forefront role played by the country in protection of the environment shows the special attention paid by the Government. Although Ethiopia has very rich natural resources, factors like degradation of the environment, unavailability of toilet services especially in the countryside, depletion of forests, drying up of lakes, as well as insufficiency of clean water supply and sewerage problems in urban areas are still chronic. As part of its efforts to overcome these problems, the Government not only instituted an Environment Protection Authority but also devoted its attention to issues of environment protection. However, more

needs to be done in this regard regardless of the remarkable achievements attained so far.

1.4.4. The Right to development

The right to development is one of the group or collective rights and is given recognition in Article 43 of the FDRE Constitution indicating the degree of emphasis given to this right. It ought to be added that respect and legal protection of all categories of human rights create conducive conditions for realizing the goals of development. In essence, appropriate policy and pertinent legal measures enunciated and applied for all rights, and in particular, in the areas of education, health, food, shelter, job creation and equitable income distribution contribute to the realization of the right to development. Positive steps are being taken particularly at present in mobilizing the society to actively participate in development process to attain social justice. Extensive discussions have taken place in the course of framing of poverty reduction strategies and in drawing the current Growth and Transformation Plan. On the whole, the efforts being made to involve, without any discrimination or preferences, all sections of the society in development activities, and enable all citizens become full beneficiaries of development are showing encouraging results. According to the 2010 UNDP Human Development Report, Ethiopia has become one of 15 countries in the world to register the required results in human resources development. The UNDP report also praises Ethiopia's economic development performance. Good progress is being made especially in the areas of road construction, electrification and telecommunications. However, there is no gainsaying the fact that there exist serious financial constraints and corruption-related obstacles that hamper realization of these development rights.

1.4.5. Women, children and vulnerable groups' rights

Although women, who represent half of the country's population, are playing a significant role in the society, they are not as yet full beneficiaries of their toil due to the deeply entrenched and misguided perceptions prevailing in the society. Various policy and strategic measures have, therefore, been taken to eradicate these negative social attitudes and empower women to participate actively in the country's social, economic and political fields of endeavor. The National Women's Policy and Ethiopian Women's Development and Transformation Package are among the encouraging steps taken to tackle women's economic, social and political problems. In addition, comprehensive legal frames and instruments that help to ensure respect of women's rights have been prepared or revised. Salient among these are the Family Law, Criminal Law, Citizenship Law, Civil Service Law, Employer-Employee Law and others.

Furthermore, women's affairs offices have been established from the federal to the grassroots government level to enable women become full beneficiaries of their rights equally with men. Women's affairs departments have been instituted in all federal executive ministries and agencies as well as in most state development organizations. Through the instrumentality of the Human Rights Commission and the Office of the Ombudsman, women's and children's are guided and monitored at commissioner.

Various activities have been underway to protect the right and wellbeing of children who make up more than half of the country's population. A national plan of action for children's affairs has been set in place and various additional plans of action and programs have been drawn and are under implementation. Any time children who commit crimes or are victims of crimes are brought to justice, care is taken to provide them with services that fit their age and the level of their maturity. Special children's courts have been established at the

federal level and, in some regional states to consider cases involving children. Various children protection centers have been established within police stations in some regional states and at the federal level.

There are significant numbers of people with mental cases and disability in Ethiopia. In efforts to protect the rights and interests of these groups, the country has drawn a plan of action for the rehabilitation of persons with disability. A separate proclamation is under preparation to enable persons with disability to be gainfully employed on the bases of competence and experience and without any bias regarding their physical state.

Furthermore, the Convention on the Right of Persons with Disability has become part of the law of the land.

Issues requiring attention with regard to rights of women, children, persons with disability and other vulnerable sections of society:

- Non-eradication of backward attitudes towards women
- Continuing violence against, and exploitation, of women and children and the resulting strong damaging impact on their health.
- Trafficking in women and children
- Prevalence of harmful cultural practices against women and children
- Misguided outlook of the society towards the physically handicapped
- Inaccessibility of social services to persons with disability
- Lack of adequate food and appropriate quality of health services for children.

2. Ethiopian Human Rights Commission: Historical Background

In any country, the responsibility to protect the human rights of citizens is borne by the government. Accordingly, depending on the objective conditions of the country and state structure, governments delegate this responsibility to

their executive, legislative and judicial bodies. In addition, governments allow the establishment of national human rights institutions, such as the Human Rights Commission and the Office of the Ombudsman that play major roles in protection, promotion and assurance of full enforcement of human rights. Such institutions are internationally recognized as independent bodies that play significant part in human rights protection and promotion and are expected to be in compliance with the principles of human rights issued in Paris and adapted by the United Nations in 1991

Considering the objective conditions of our country, Article 13(1) of the FDRE Constitution states that all federal and regional state legislative, executive and judicial organs at all levels shall have the responsibility and duty to respect and enforce the provisions of human rights. Furthermore, Article 9(2) of the FDRE Constitution provides that all citizens, organs of state, political organizations, other associations as well as their officials have the duty to ensure observance of the constitution and to obey it. As human rights form part of the constitution, the above mentioned bodies have the duty to protect and ensure respect for human rights.

As clearly stated in Article 55 (14) of the FDRE Constitution, the House of Peoples' Representatives shall establish a human rights commission and determine by law its powers and functions. Thus, the Ethiopia Human Rights Commission was established by Proclamation No. 210/2000.

The objective of the commission is to educate the public to be aware of human rights, see to it that human rights are protected, respected and fully enforced as well as to have the necessary measures taken when they are found to have been violated. It is stated in its establishing proclamation, the Commission shall have a Council of Commissioners, a Chief Commissioner, a Deputy Chief Commissioner, a Commissioner heading Children and Women Affairs, other commissioners and the necessary staff. With regard to appointment, it is

provided that the House of Peoples Representatives shall appoint the commissioners based on public nomination and participation. It is in accordance with this procedure that the previous commissioners who have now completed their five years term of office were appointed. Presently, other commissioners appointed by the House are serving. An organizational structure capable of steering the work of the commission is in place the organizational structure has been revised, as required on several occasions. Accordingly, three main and five support giving structures have been organized at the head office level.

Furthermore, with the aim to expand its scope and make its services accessible to the wider society, the Commission has been making efforts to open branch offices in different regional states. So far, it has established six branch offices, viz in Mekele, Bahir Dar, Jimma, Hawassa, Gambela and Jijiga.

3. Powers and functions of EHRC

The Ethiopian Human Rights Commission is an independent national human rights institution established in accordance with Article 55/14 of FDRE Constitution and by Proclamation No 210/2000. Its objective is to educate the public become aware of human rights issues, see to it that human rights are protected, respected and fully enforced as well as to have the necessary measures taken where they are found to have been violated.

Powers and functions:

As provided for in Article 6 of Proclamation No. 210/2000, the commission has the following powers and functions:

- Ensure that the human rights and freedoms provided for under FDRE Constitution are respected by all citizens, organs of state, political organizations and other associations as well as by their respective officials
- Ensure that laws, regulations and directives as well as government decisions and orders do not contravene the human rights of citizens guaranteed by the constitution

- Educate the public, using the mass media and other means, with a view to enhancing its tradition of respect for, and demand for enforcement of rights upon acquiring sufficient awareness regarding human rights.
- Undertake investigation, upon complaint or its own initiation, in respect of human rights violations.
- Make recommendations for the revision of existing laws, enactment of new laws and formulation of policies.
- Provide consultancy services on matters of human rights.
- Forward its opinion on human rights reports to be submitted to international organs.
- Translate into local vernaculars international human rights instruments adopted by Ethiopia and disperse same
- Participate in international human rights meetings, conferences or symposia

Limitation of power

The Commission shall have full powers to receive and investigate all complaints on human rights violations made against any person, save cases brought before the House, the House of the Federation, Regional Councils or before the courts of law, at any level.

4. Commission's first strategic plan: brief overview

With the view to discharging the responsibilities entrusted to it, the Commission prepared a five-year strategic plan and carried out various functions. The main reason that necessitated assessment of the previous strategy was to correct any perceived operational gaps and to consolidate the strong points as well as to gather inputs for this new strategy. The strategic plan is a document that outlines the Commission's vision, mission, values as well as three major objectives to be realized in the five plan years. Various strategies, elaborate programs and recommendations are also listed in the document.

The objectives are:

- Institutional capacity objective
- Collaboration and partnership building
- Operational activities

Under the first objective, the strategic plan states that the Commission shall undertake institutional capacity building capable of ensuring that human rights are respected throughout the country based on internationally recognized good practices, the Paris Principles and the provisions of FDRE Constitution. To realize these objectives, it is necessary to:

- Establish an institutional structure that can facilitate effective human rights services matching the stated objectives and meet the aspirations for growth and change and that ensures accessibility to the regions.
- Create the required capacity by recruiting personnel with the required expertise and skills and to ensure that the staff knowledge and commitment keep on growing
- Ensure that directives, policies and systems are put in place for enabling the commission discharge its duties and responsibilities with efficiency and competence.

The second objective states that human rights protection requires collective actions at the international regional and national levels. It is indicated under this objective that with the view to accomplishing its mission, the commission shall establish and strengthen its cooperation and partnership with international, regional and national stakeholders. To realize these objectives, the commission carried out the following activities during the strategic plan period:

- Strengthening its relations of partnership with NGO's working on human rights issues especially in the areas of program execution and provision of human rights education.

- Establishing constructive relations with key government ministries and offices working on human rights and putting positive impacts on laws, policies and operational systems
- Exchanging good practices with other governmental institutions and international organizations and strengthening their relation with them in promoting human rights.
- Consolidating relations of partnership with international, regional and national human rights organizations in realizing the objectives of the commission and in upgrading the institutional capacity of the commission.

The third objective underlines the necessity to sensitize the Ethiopian people to fully understand human rights concepts and how to protect them. Accordingly, the commission has set its own goals and drawn transparent, effective and workable programs to achieve same. To realize these goals, the commission's work included.

- Preparing programs and work plans in all languages and for all nationality groups and especially for vulnerable social groups by incorporating the human rights of women, children and the persons with disability in all the programs.
- Creating awareness of citizens, nations and nationalities about their human rights and the corresponding obligations and paying the required attention to them.
- Ensuring that the country's basic human rights and freedoms are respected, taking appropriate actions when violations occur, ensuring that corrective measures are taken in favor of victims of human rights violations and implementing programs to see to it that offenders do not go unpunished.
- Furthermore, the strategic plan outlines detailed plans reviewing the overall human rights situation of the country, the commission's historical background and its organizational structure in the following five years.

4.1. On the basis of the strategic plan, the Commission has accomplished, during the past five years, the following tasks:

- Undertook capacity building activities, designed organizational structure, placed department heads, recruited operational staff and developed internal capacity although results leave much to be desired
- Carried out various functions in strengthening partnership with local governmental and non-governmental organizational as well as with international and regional sister organizations
- Conducted training on human rights issues for governmental and non-governmental bodies and for different sections of the society
- Carried out awareness creation activities with use of mass media
- Examined cases of human rights violations based on petitions submitted to the commission
- Monitored treatment and condition of human rights in prisons, police stations and orphanages or children's home care
- Assisted in preparation of periodic reports to be submitted to the relevant UN committees especially with regard to implementing international human rights conventions ratified by Ethiopia.
- Undertook research studies based on issues identified as requiring such studies and consulted the government on the issues.
- Attempted to give special attention to human rights issues pertaining to women, children and persons with disability.

4.2. Major challenges faced in the strategic plan period.

- Having been prepared by expatriate consultants, the plan failed to create a sense of ownership among staff.
- Failing to take into account the country's objective situation and the commission's execution capacity, the plan could not be executed fully
- During the strategic plan period, the commission had no branch offices and this has constrained the commission's accessibility to all; even the head office did not have adequate facilities to ensure accessibility by users.
- The commission had serious manpower constraints which have not been overcome to date
- There have been serious delays in performance due to lack of the required cooperation from some stakeholders.
- Cases of human rights violations against vulnerable sections of the society have not been handled appropriately.
- Some regulations, directives and operational systems have not been implemented as required.
- Planned activities have not been carried out efficiently while financial utilization leaves much to be desired.

5. Commission's vision, mission and values

Vision

Seeing that Ethiopia becomes a country where human rights protection is a culture.

Mission

Protecting human rights based on public awareness around human rights issues; conducting follow-up and monitoring; undertaking research studies; providing consultancy services; and taking corrective action in the event of rights violations.

Values

- Neutrality and independence
- Equality and non-discrimination
- Diversity
- Transparency, accountability and justice
- Accessibility and public service.

6. Stakeholders and Collaborators Analysis

6.1 Stakeholders analysis

No	Stakeholders	Stakeholders' Expectations from the Commission	Commission's Expectation from Stakeholders	Likely impact if expectation by stakeholders is not met		
				High	Medium	Low
1	House of Peoples' Representatives	<ul style="list-style-type: none"> ▪ Timely presentation (submission) of strategic and annual plans as well as performance reports and implementation based on feed back ▪ Submit views for the formulation of new laws and the revision of existing laws. ▪ Submit views on laws issued by the House of Peoples' Representatives and other authorized bodies based on 	<ul style="list-style-type: none"> ▪ Approval of the Commission's annual plans ▪ Allocation of sufficient budget for the Commission's operations ▪ Appointment of commissioners ▪ Close supervision and support ▪ Timely feedback on time on reports presented (submitted) ▪ Provide the necessary decision on time upon 	✓		

		<p>evaluation with respect to human rights</p> <ul style="list-style-type: none"> ▪ Ensure that human rights are respected ▪ Raise awareness of members of the House of Peoples' Representatives about human rights ▪ Perform duties based on direction given by the House of Peoples' Representatives ▪ Give in its operations, due focus to enforcing the rights of women, children, persons with disability and other sections of the society vulnerable to rights violations 	<p>submission of staff salary review</p> <ul style="list-style-type: none"> ▪ Give due consideration to requests by the Commission regarding revision of laws ▪ Send draft laws to the Commission for comments ▪ Provide prompt response to views submitted by the Commission on revision of new and existing laws based on articles 6/2 and 6/5 of the Commission's establishment proclamation ▪ Supervise and provide support to enforce respect of human rights by the executive organ of government ▪ Provide the Commission with information by identifying human rights problems of 			
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			the society			
2	House of Federation and the Council of the Southern Nations Nationalities and Peoples Regional State	<ul style="list-style-type: none"> ▪ Conduct investigation on human rights violations due to conflicts in connection with boundary delineation, questions of identity, resource utilization etc. and to propose solutions to such problems ▪ Discharge responsibility properly by increasing the commission's accessibility including in the regions ▪ Work on the rights of nations and nationalities and on group rights ▪ Develop modalities of cooperation with the Commission 	<ul style="list-style-type: none"> ▪ Cooperation in the area of enforcing the respect and implementation of the human rights enshrined in the Constitution ▪ Cooperation in monitoring human rights violations due to conflicts in connection with boundary delineations, questions of identity, religion, resource utilization ... etc and in proposing solutions to such problems. ▪ Cooperation in the area of discharging the responsibility of promoting human rights assigned to the House of Federation and the Commission, based on the Growth and Transformation Plan. 	✓		

3	The Council of Ministers	<ul style="list-style-type: none"> ▪ Initiate policy ideas necessary for the promotion and respect of human rights ▪ Provide technical support in the preparation of the National Human Rights Action Program ▪ Provide advisory service for the signing of international conventions pending signature/ enforcement. ▪ Raise citizens awareness about human rights ▪ Study existing gaps in the area of human rights and propose solutions 	<ul style="list-style-type: none"> ▪ Ensure that regulations and policies issued are compatible with Human Rights. ▪ Sign human rights conventions pending signature. ▪ Coordinate the preparation of the National Human Rights Action Program ▪ Implement the recommendations of the Universal Periodic Review (UPR) ▪ Send draft policies and regulations for comment by the Commission 		✓	
4	Regional councils	<ul style="list-style-type: none"> ▪ Raise awareness of elected representatives about human rights ▪ Submit research-based proposals to revise laws. 	<ul style="list-style-type: none"> ▪ Cooperation and partnership ▪ Secure dependable and up-to-date information ▪ Ensure that laws issued by the regional council are 	✓		

		<ul style="list-style-type: none"> ▪ Ensure the protection of human rights by conducting speedy and qualified investigation. ▪ Be closely accessible for the society in the region ▪ Submit up-to-date information on human rights situation 	<p>compatible with human rights.</p> <ul style="list-style-type: none"> ▪ Be guided by principles of human rights in the exercise of their responsibility of controlling the executive. ▪ Send draft laws to the Commission for comments. ▪ Design mechanism for the implementation of Commission's recommendations. 			
5	Regional State Cabinets	<ul style="list-style-type: none"> ▪ Initiate ideas necessary for the promotion and respect of human rights ▪ Raise awareness of the people of the region about human rights. ▪ Study gaps existing in the area of human rights and propose solutions 	<ul style="list-style-type: none"> ▪ Ensure that laws issued by the council are compatible with human rights ▪ Coordinate activities in the jointly identified areas of cooperation. 		✓	

6	Ministry of Women, Children and Youth Affairs	<ul style="list-style-type: none"> ▪ Give particular attention to women, children and youth in all its activities ▪ Mainstream gender at institutional level ▪ Translate international conventions on women and children's rights into local languages ▪ Provide advisory service for the signing and endorsement of international conventions on women and children's rights ▪ Provide support in the preparation of reports to be submitted to international institutions. 	<ul style="list-style-type: none"> ▪ Prepare policies manuals and guidelines to help mainstream gender and children's issues in all sectors ▪ Implement solutions proposed by the Commission on bridging the gaps identified through research and monitoring. ▪ Focus on the expansion of rehabilitation centers for juvenile delinquents, and other correctional facilities throughout the country. ▪ Send reports to be submitted to international institutions to the Commission for comments ▪ Coordinate activities in jointly identified areas. ▪ Ensure the implementation 		✓	
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			of recommendations by United Nations human rights bodies in the area of women and children			
7	Ministry of Justice and Regional Justice Bureaus	<ul style="list-style-type: none"> ▪ Work jointly in awareness creation activities in the area of human rights. ▪ Work jointly in providing advice to the government ▪ Work jointly to help attorneys to discharge their responsibilities to provide free legal services ▪ Provide technical support in the preparation of the National Human Rights Action Program. 	<ul style="list-style-type: none"> ▪ Coordinate activities in jointly identified and other areas of cooperation. ▪ Facilitate the successful preparation of the National Human Rights Action Program. ▪ Respect citizen's rights to justice 		✓	

8	Regional Administration and Security Bureaus	<ul style="list-style-type: none"> ▪ Provide awareness creation training. ▪ Work jointly in the area of human rights ▪ Train local militia 	<ul style="list-style-type: none"> ▪ Facilitate conditions to provide awareness creation training ▪ Perform justice and security operations(including militia operation) based on respect for human rights 		✓	
9	Correction centers	<ul style="list-style-type: none"> ▪ Conduct sustainable and regular visits to correction centers and submit recommendations for improvements ▪ Provide human rights awareness creation training for staff and detainees in correction centers ▪ Submit fair (balanced) reports ▪ Provide support for vocational training to detainees in correction centers 	<ul style="list-style-type: none"> ▪ Facilitate easy access to prisons ▪ Improve human rights treatment of detainees based on Commission's comments ▪ Give particular attention to enforcing respect of the rights of children accompanying their prisoner mothers. ▪ Give particular attention to women, children, persons with disability and other vulnerable sections of the society 		✓	

10	The police	<ul style="list-style-type: none"> ▪ Provide awareness creation training to members of the police ▪ Work jointly in the area of human rights ▪ Resolve disputes and respect citizens' rights through community policing ▪ Work jointly on matters of women and children 	<ul style="list-style-type: none"> ▪ Facilitate conditions for the provision of awareness creation training ▪ Facilitate easy access to police detention places during monitoring visits. ▪ Work jointly for the incorporation of human rights education in the curriculum and overall program of the police University College and other training institutions ▪ Work jointly on women and children's issues ▪ Bridging gaps based on recommendation by the Commission 	✓		
11	Courts	<ul style="list-style-type: none"> ▪ Provide research-based training in the area of the application of human rights in courts ▪ Distribution to all courts of 	<ul style="list-style-type: none"> ▪ Coordinate activities ▪ Apply international human rights laws, 		✓	

		translations of international human rights conventions	<ul style="list-style-type: none"> ▪ Increase benches that focus on women and children's cases 			
12	The Justice and Legal System Research Institute	<ul style="list-style-type: none"> ▪ Conduct joint research on human rights issues ▪ Work jointly on ways of strengthening free legal services ▪ Conduct joint research on existing and new laws ▪ Work jointly on traditional resolution mechanisms ▪ Identify problems in the justice system and generate ideas for rectifying them 	<ul style="list-style-type: none"> ▪ Conduct joint research on existing gaps in the area of human rights ▪ Work jointly on ways of strengthening legal support services. ▪ Work jointly in the area of training ▪ Conduct joint review of existing and new laws ▪ Work jointly for the application in courts, of international human rights conventions endorsed by Ethiopia 		✓	

			<ul style="list-style-type: none"> ▪ Ensure that human rights education is sufficiently incorporated in the law curriculum of higher institutions of learning. 			
13	The Education Sector	<ul style="list-style-type: none"> ▪ Incorporation of human rights education in the curriculum of formal and informal education sectors ▪ Work jointly for expansion of human rights education in schools and for promotion of the culture of respect for human rights ▪ Supply publication materials on human rights ▪ Provide support to help officials at various levels, professionals, teachers, students; and other employees gain awareness in the area of human rights. 	<ul style="list-style-type: none"> ▪ Provide technical support for the incorporation of human rights education in education curriculums ▪ Promote awareness about human rights in schools (by establishing clubs, giving training etc) and conduct research on the same ▪ Ensure accessibility and quality of education. ▪ Focus on the education of women and persons with disability ▪ Work jointly to be rid off violence against women, children and persons with 	✓		

			<p>disability.</p> <ul style="list-style-type: none"> ▪ Work jointly to make the educational system develop and produce citizens who respect and enforce the respect of human rights. 			
14	Institutions of Higher Learning	<ul style="list-style-type: none"> ▪ Support in the establishment of human rights clubs ▪ Provide joint free legal aid service ▪ Conduct research and study in the area of human rights ▪ Offer training on human rights, jointly ▪ Work jointly in the area of gender -based violation against female students ▪ Conduct jointly moot court competitions and other activities 	<ul style="list-style-type: none"> ▪ Facilitate the establishment of human rights clubs ▪ Work jointly in the area of free legal aid services ▪ Conduct research and study in the area of human rights ▪ Offer training on human rights, jointly ▪ Work jointly with focus on issues of gender- based violence against female students and violence against persons with disability, as they constitute violations of human rights. 			

			<ul style="list-style-type: none"> ▪ Incorporate Human Rights education in school curriculum. ▪ Make the institutions exemplary centers of respect for human rights and institutions that others emulate. 			
15	Ministry of Finance and Economic Development	<ul style="list-style-type: none"> ▪ Timely submission of annual plans and budget requests ▪ Offer comments on annual plans during budgetary hearing ▪ Utilization of budget allocated in accordance with the law and government regulations ▪ Submission of financial audit and plan performance report 	<ul style="list-style-type: none"> ▪ Release budget on time ▪ Release budget to branch offices on time ▪ Strengthen participation in the preparation of the National Human Rights Action Program ▪ Participate in the preparation by the government of the ICESCR 	✓		
16	Ministry of Foreign Affairs	<ul style="list-style-type: none"> ▪ Comment on human rights reports submitted by the government in accordance 	<ul style="list-style-type: none"> ▪ Timely submission of reports and international human rights conventions which the 			

		<p>with the agreement entered in to by Ethiopia</p> <ul style="list-style-type: none"> ▪ Inform stakeholders and follow- up on the implementation of the recommendations given on human rights reports presented in accordance with the international human rights convention endorsed by the country 	<p>country is signatgory to.</p> <ul style="list-style-type: none"> ▪ Work jointly in the area of the protection of citizens employed in foreign countries ▪ Send to the Commission for commentary and input on reports on human rights before dispatch to UN and other appropriate organizations. 			
17	Ministry of Health	<ul style="list-style-type: none"> ▪ Conduct coordinated joint work ▪ Provide awareness creation training ▪ Take corrective measures when health related violations of human rights occur ▪ Focus on enforcing the respect of health- related human rights of women, 	<ul style="list-style-type: none"> ▪ Create awareness about the harmful impact, of harmful traditional practices on the health rights of vulnerable sections of the society ▪ Render health services accessible, affordable and free from discrimination ▪ Provide speedy and dependable information, particularly in the area of 	✓	✓	

		<p>children, persons with disability and other vulnerable members of the society</p> <ul style="list-style-type: none"> ▪ Provide coordinated awareness creation training to officials professionals and employees at different levels 	<p>women and children rights</p> <ul style="list-style-type: none"> ▪ Ensure that corrective measures are taken in response to recommendations made subsequent to monitoring of health centers. 			
18	Ministry of Labor and Social Affairs	<ul style="list-style-type: none"> ▪ Work jointly in the area of protection of the rights of citizens travelling abroad ▪ Ensure the respect of the rights of persons with disability and of the elderly ▪ Work jointly to control Human trafficking, particularly the trafficking of women, children as well as exploitation of child labor. ▪ Work jointly to monitor the application of the convention on persons with disability 	<ul style="list-style-type: none"> ▪ Monitor protection of labor rights ▪ Work jointly to enforce the respect of the rights of citizens travelling abroad ▪ Work jointly for the respect of persons with disability and the elderly ▪ Operate jointly to control human trafficking particularly the trafficking of women and children as well as the exploitation of child labor ▪ Exchanges information 		✓	
19	Environmental Protection Authority	<ul style="list-style-type: none"> ▪ Provide advisory service in the formulation of laws, that are environment-friendly to guarantee 	<ul style="list-style-type: none"> ▪ Discharge responsibility of creating healthy environment for citizens ▪ Provide information of 			

		<p>citizens' rights to live in healthy environment</p> <ul style="list-style-type: none"> ▪ Conduct joint research and supervision to ensure that concerned bodies respect and guarantee the respect of citizens rights to live in clean and healthy environment 	<p>research findings on problems related to environmental protection.</p> <ul style="list-style-type: none"> ▪ Conduct consultation with the Commission to ensure that the environment related laws are compatible with rights protection. 		✓	
20	Government Communications Affairs Office	<ul style="list-style-type: none"> ▪ Inform the public about its activities ▪ Provide copies of relevant information 	<ul style="list-style-type: none"> ▪ Ensure that the Commission secures sufficient airtime for the transmission of information on its activities in the mass media ▪ Provide professional support ▪ Coordinate activities in various areas 		✓	
21	Institution of the Ombudsman	<ul style="list-style-type: none"> ▪ Work jointly on common issues in accordance with the provision of the law ▪ Avoid administrative abuse ▪ Conduct experience –sharing ▪ Disregard cases already handled by the Institution 	<ul style="list-style-type: none"> ▪ Work closely on common issues ▪ Disregard cases already handled by the Commission ▪ Conduct experience - sharing ▪ Respect principles of human 		✓	

			<p>rights in the discharge of its responsibility</p> <ul style="list-style-type: none"> ▪ Design mechanism for the proper implementation of the right to freedom of information. 			
22	Election board	<ul style="list-style-type: none"> ▪ Monitor election process freely and independently ▪ Create awareness about the rights of the electorate ▪ Conduct studies and research in the area of elections ▪ Conduct mobilization drive for equal participation of women, persons with disability and vulnerable sections of the society in the election process 	<ul style="list-style-type: none"> ▪ Cooperate in providing information ▪ Take measures based on solutions proposed by the Commission ▪ Work jointly on common issues 		✓	
23	Ethics and Anti-Corruption Commission	<ul style="list-style-type: none"> ▪ Work cooperatively in the procedure of taking into custody, persons suspected 	<ul style="list-style-type: none"> ▪ Ensure the prevalence of accountability and transparency 			

		<p>of corruption</p> <ul style="list-style-type: none"> ▪ Work jointly in the protection of whistle blowers and witnesses ▪ Work cooperatively on common rights agenda 	<ul style="list-style-type: none"> ▪ Provide adequate protection to corruption whistle blowers ▪ Ensure speedy justice for suspects of crimes of corruption 			
24	Ministry of Federal Affairs	<ul style="list-style-type: none"> ▪ Conduct studies to develop mechanism for the compatible use of both traditional and modern conflict resolution approaches and follow up on the application of such mechanism ▪ Organize training in the area of women's rights and conflict resolution 	<ul style="list-style-type: none"> ▪ Conduct studies to develop mechanism for the compatible use of both traditional and modern conflict resolution and follow up on the application of such mechanism. ▪ Organize training cooperatively in the area of human rights and conflict resolution 		✓	
25	Ministry of Defense	<ul style="list-style-type: none"> ▪ Provide awareness creation training to defense force members 	<ul style="list-style-type: none"> ▪ Facilitate conditions for the provision of awareness creation training 		✓	

		<ul style="list-style-type: none"> ▪ Conduct study on whether human rights education is sufficiently incorporated in the curriculum and overall program of the defense force training institutions. ▪ Work jointly in the area of Human Rights 	<ul style="list-style-type: none"> ▪ Work jointly for the full incorporation of human rights education in the curriculum and overall program of the defense force training institutions. 			
26	The mass media	<ul style="list-style-type: none"> ▪ Provide information on the activities of the Commission ▪ Help the media raise its own awareness in the area of human rights 	<ul style="list-style-type: none"> ▪ Allocate fair amount of air time to all political parties and candidates ▪ Present balanced reports in the area of human rights ▪ Provide media coverage on the Commission's activities 		✓	
27	Civil Society (professional associations, mass organizations etc)	<ul style="list-style-type: none"> ▪ The Commission to be easily accessible ▪ Cooperate and provide support in the area of human rights ▪ The Commission to be free, transparent and national 	<ul style="list-style-type: none"> ▪ Be partners in activities to promote awareness about and ensure respect for human rights ▪ Work jointly in the area of human rights ▪ Be free and independent 		✓	

		<ul style="list-style-type: none"> ▪ The Commission to issue own human rights its status reports ▪ Be the center of human rights 	<ul style="list-style-type: none"> ▪ Present parallel report in accordance with international human rights convention. 			
28	Political parties	<ul style="list-style-type: none"> ▪ Be free from political partisanship ▪ Discharge properly the responsibilities vested in it by proclamation 	<ul style="list-style-type: none"> ▪ Be strong contenders ▪ Have trust in the Commission 		✓	
29	Religion institutions	<ul style="list-style-type: none"> ▪ Conduct investigations when religious rights are violated ▪ Facilitate conditions for the promotion of religious freedom 	<ul style="list-style-type: none"> ▪ Respect religious equality and promote tolerance ▪ Avoid human rights violations in the name of religion ▪ Cooperate in the resolution of religious conflicts 		✓	

6.2 Collaborators Analysis

No	Collaborating Body	Possible areas of Cooperation	Benefits to the Commission
1	Office of the High Commissioner of Human Rights (OHCHR)	<ul style="list-style-type: none"> ▪ Provide professional support in the preparation of reports on international human rights conventions ▪ Provide technical support in the preparation of the National Human Rights Action Program ▪ Provide professional and technical support in helping the Commission to gain international recognition (accreditation) ▪ Train senior professionals in responsible positions in judicial institutions, in the area of human rights 	<ul style="list-style-type: none"> ▪ Will have its capacity built ▪ The National Human Rights Action Program is Developed ▪ Human rights awareness created in the organs of the judiciary ▪ Becomes an institution of international recognition (Accreditation)
2	UN Agencies (UNDP, UNICEF, UN Women, UNAIDS, ILO and	<ul style="list-style-type: none"> ▪ Financial, technical support ▪ Mobilize (coordinate) donors that support the Commission ▪ Facilitate conditions for experience- 	<ul style="list-style-type: none"> ▪ Securing financial and technical support ▪ Securing technical and professional support

	others)	sharing <ul style="list-style-type: none"> ▪ Provide financial and technical support for projects formulated by Commission in the area of the rights of women, children and persons living with HIV 	<ul style="list-style-type: none"> ▪ Gaining experience and best practices
3	Development partners and donors (DFID, CIDA, Austrian Cooperation, Save the Children, regional organizations the Netherlands Embassy, Irish Aid, EU...)	<ul style="list-style-type: none"> ▪ Financial and technical support ▪ Technical support in possible areas of cooperation 	<ul style="list-style-type: none"> ▪ Financial and technical support ▪ Secured technical support
4	Inter governmental organizations (AU IOM, IDLO and others)	<ul style="list-style-type: none"> ▪ Financial and technical support ▪ Obtain technical support in possible areas of cooperation 	<ul style="list-style-type: none"> ▪ Financial and technical support ▪ Secured technical support

7. Internal and external Environment Analysis (SWOT Analysis)

7.1 Internal Environment Analysis

1. Structure

Strength

- Opening branch offices for public accessibility of services
- Restructuring of operational processes based on BPR

Weakness

- Existing organization incomplete and inadequate to properly serve women, children and vulnerable sections of the society.

2. Operational System

Strengths

- Financial, utilization, procurement, recruitment (employment) is based on government regulations and guidelines
- Five-year strategic plan in place
- Positive beginnings to use information technology in operations
- BPR implemented
- Management committee that evaluates work performance interactively is in place
- Growing improvement in performance appraisal and budget utilization

Weaknesses

- Failure to complete operational activities according to plan.
- Slow procurement process.
- Inadequate publicity of Commission's activities among stake holders.

3. Human Resource Organization and Skill

Strengths

- Noticeable efforts to balance, as best as possible, employee composition along nationality and gender lines
- Encouraging effort to increase the number of professional staff and the growing improvement in employee skills

Weaknesses

- Number and competence of manpower not up to the Commission's operational needs and requirements
- Delay in approving the salary scale developed to attract competent candidates and retain existing staff
- Inadequate incentives
- Absence of systematic work performance appraisal

4. Service Delivery

Strengths

- Service delivery manual in place for all operational sections
- Growing improvement in cost effectiveness, and in quality and promptness of delivery
- Monitoring of all correction centers in the country and forwarding recommendations after monitoring
- Successful monitoring of the national election total process

Weaknesses

- Absence of a reinforced information center of human rights
- Slow procurement process
- Inadequate publicity of Commission's activities among stakeholders

5. Operational Methodology and Mechanism

Strengths

- Encouraging effort to identify and cooperate with strategic partners
- Growing use of professional, religious and mass organizations civil and civil societies in the promotion protection and respect of human rights.
- Building capacity of sectors that play significant role in the promotion, protection and insuring respect of human rights
- Providing support to victims of human rights violations through the free legal aid centers

Weakness

- Lack of proper use of operational manuals

6. Common values (shared values)

Strength

- Growing level of initiative by employees for team work

Weakness

- Failure to supply professionals with material support, such as equipment and instruments according to job requirement.

7.2 External Environment Analysis

Opportunities	Threats
Political /Legal situation	
<ul style="list-style-type: none"> • Constitutional recognition of human rights • Commission enjoys constitutional mandate • Federal and regional institutions positive about human rights protection and the success of the Commission's activities • Government's focused attention on human rights protection in its Growth and Transformation Plan • Government's extensive application of the revised justice system • Adoption of international human rights conventions and instruments as part of the law of the land • Prevalence of peace in the country • Functional federal system in the country • Growing efforts to involve women in leadership positions • The existence of associations and civil society organizations registered in diverse fields of activity • Opportunities created to enable children to discourse on issues relevant to their affairs • Democratic participation of citizens in important national issues 	<ul style="list-style-type: none"> • Lack of emergence of strong opposition political parties • Existence of political instability in the region (the Horn of Africa) • Lack of capacity of associations operating in the area of human rights • Inadequate awareness on the part of some government officials regarding the Commission's powers and responsibilities • Rarity of supporting reference to international human rights conventions and instruments in decisions passed by courts in the country • The National Human Rights Action Program not yet in place • Recommendations by UN bodies not being implemented in a coordinated manner. • Laws beneficial to the respect of human rights not being implemented to the required level • Existence of gaps in legal framework that contributes to the respect of human rights and failure to sign certain conventions and protocols

Economics	
<ul style="list-style-type: none"> • The country registering fast economic growth • Pro-poor orientation of the country's development programs • Initiatives and willingness of government and donor institutions' to provide the Commission with technical and financial support • The country's development policies aiming to achieve balanced and equitable growth in the country are clearly defined and implemented 	<ul style="list-style-type: none"> • Continuous rise in cost of living • The large size population below the poverty line • Inequality of the economic capacity and service accessibility between men and women.

Social	
<ul style="list-style-type: none"> • Social security, education and health policies and programs endorsed implemented • Expansion of institutions of higher education and their initiative to work in the area of human rights • Growing participation of the private sector in the area of education and health • Special attention being given to help women take advantage of benefits from the different social sectors • Special attention being given to the respect of children's social rights • Provision of civic and ethics education in schools • Endorsement of the International Convention on Persons with Disability 	<ul style="list-style-type: none"> • Harmful traditional practices not controlled • Rate of population growth still higher than the ratio of economic development and supply • Existing constraints of cost, accessibility and quality of social services • The still rising rate of rural/urban migration • Existence of HIV and HIV related social problems • Growing level of human trafficking especially of women and children • Exploitation of child labor not checked • Occasional recurrence of religious, ethnic, etc conflicts • Violations against women and children not controlled • Prevalence of negative attitude towards persons with disability • Existence of problems in the area of respect for workers' rights • Rise in influx of refugees into the country

Technology	
<ul style="list-style-type: none"> • Existence of government policy focusing on information technology. • Continuous progress in information and communication technology and growing rise in user population 	<ul style="list-style-type: none"> • Low level of awareness and skill in the use of information technology by the society • Lack of adequate access to, and high cost of, information technology • Negative impact of technology - related crimes on human rights.

Environment	
<ul style="list-style-type: none"> • Environmental rights enshrined in the Constitution • Growing special attention to environmental safety, at international and national levels • The setting of preconditions by the investment law permitting only environment-friendly investments 	<ul style="list-style-type: none"> • Country's vulnerability to the rising global warming and growing carbon emission • Environmental degradation and pollution • Inadequate level of society's awareness and culture regarding environmental protection.

8. Strategic Agenda

Strategic agenda 1: Enhancing Execution Capacity and Expanding Institutional Accessibility.

Strong organization, effective mode of operation, employing manpower that can accomplish mission competently and enhancing its capacity to meet the demand of the day are important elements to empower the Commission to discharge its mandated duties and responsibilities.

Absence of strong organization, lack of uniform operational system and shortage of professionals with well developed skills are among the major gaps identified in the Commission's internal environment analysis. It is impossible to execute programs and projects effectively without addressing the gaps in the Commission's organization, operational system and execution capacity of employees. Attention must, therefore, be given to the task of amending the organization and structures of the Commission as well as conducting consecutive staff capacity building activities and familiarization with new modes of operation and technology.

The Commission is therefore expected to perform the following tasks so as to meet its objective in the course of the strategic plan period.

- Expand and consolidate the Commission's structure and organizations (branch, offices, legal support centers etc)
- Revise and consolidate further, its job description, and performance appraisal system .
- Enhance knowledge, skill and initiative of employees.
- Further consolidate its internal and external communication system

- Upgrade strategic utilization of information communication technology (internet-based information sharing, complaint handling, case management system, skill training for staff, electronic filing system etc.)
- Reinforce Enhance its resource mobilization and utilization system.
- Ensure Commission's accessibility to sections of society vulnerable to diverse forms of rights violations
- Strive to acquire permanent office to accommodate the Commission

Strategic Agenda 2: Broaden Human Rights Awareness and Create Popular Movements

The respect and protection of human rights is best achieved when the people are well aware of their rights and stand guard for the respect of their rights. The task of creating awareness in the area of human rights is therefore crucial duty that cannot be deferred. Assessment carried out on the needs of stakeholders and beneficiaries, for use as inputs in the development of the strategic plan, indicated the existence of serious lack of awareness in society and the extent of the public expectation from the Commission and the mandatory necessity to strive to bridge this gap.

Enhancing human rights education and training and creating popular mobilization is, therefore, crucial if the culture of respect for human rights is to take root in the country. In this connection, it is imperative that extensive communication and public relations activities are carried out to help society to gain sufficient information about the Commission and its relevant documents. This will definitely enable the society to make positive contributions toward the fulfillment of the Commission's mission. As such the Commission must perform the following tasks in the course of the strategic plan period.

- Institutionalize human rights education through training and the promotion of awareness about human rights down to the grassroots level.
- Incorporate human rights education under pertinent conditions in the curriculums of the education institutions.
- Provide information and continuous training through different means and languages.
- Devote due attention to the rights of women, children, persons with disability and members of the other vulnerable sections of the society in education and training programs.
- Revise and reinforce media utilization and communication strategies to ensure accessibility of human rights awareness creation activities.
- Organize extensive forum on focal human rights issues by formulating community-based discussion strategy
- Promote human rights awareness by launching creatively designed campaigns and using the arts
- Conduct awareness promotion campaigns by taking advantage of international human rights events.
- Familiarize the society with the commission's overall activities.

Strategic Agenda 3: Rectify Human Rights Violations.

Undertaking investigations upon complaint or on its own initiation and taking corrective measures is one of the Commission's mandatory responsibilities.

The Commission is therefore expected to perform the following tasks so as to expedite investigation of human rights violations and to provide speedy response to complaints.

- Introduce computer based complaint handling and filing system.
- Conduct investigations on own initiation
- Design follow-up mechanism for speedy resolution of complaints

- Conduct systemic investigation and public enquiry
- Design follow- up strategy for implementation of recommendations by the Commission.
- Inform the society, as deemed necessary, of the findings and decisions of Commission's monitoring using appropriate methods.

Strategic Agenda 4: Enforcing the Respect of Human Rights

In addition to the policies formulated and laws enacted by the government to respect and enforce respect of human rights, the government has established and mandated specific organizations for the realization of the policies and execution of the laws.

Although positive initiatives have been made to respect and enforce respect of human rights, violations are not fully human eliminated as observed in the Commission's analysis of external environment. It is imperative that robust and consistent follow-up is carried out to enforce the respect of human rights by all (especially by the government). In this respect, the Commission must undertake the following tasks.

- Review existing laws and submit necessary amendments
- Set up a system for examining and reviewing the conformity of existing and/or new laws issued by the House of Peoples' Representatives or Regional Councils, with human rights.
- Conduct follow up on application of laws and on human rights treatment and make recommendations to help reinforce positive beginnings and bridge gaps.
- Submit opinion jointly with strategic partners, for enactment, signature or endorsement of new laws that will contribute to the improvement of respect of human rights.

- Conduct studies and research on the causes of the sources and issues of human rights violations and develop and propose effective solutions.
- Prepare reports and resolutions on the status of human rights in the country.

Strategic agenda 5: Focus on the rights of Women, Children and other members of the Society Vulnerable to Rights Violations.

The number of women, children, persons with disability and members of the other section of the society that are vulnerable to rights violations is high in the country. As observed in the status of human rights in the country and the stakeholders and the external environment analysis, the sections of the society vulnerable to human rights violations are women, children, persons with disability, persons living with HIV and others. The government has taken, and continues to take diverse policy and strategic measures to curb rights violations against these sections of the society and to enable them participate actively in the country's economic, social and political issues. In this respect, the Ethiopian Human Rights Commission, in line with the duties and responsibilities entrusted to it, has been working in limited scale, to enforce the rights of women, children, persons with disability and other vulnerable members of society. The Commission must, however, perform the following tasks in the course of the next five years, to reduce the extent of this deep rooted problem.

- Incorporate and main-line the issues of the human rights of women, children, persons with disability, and members of the other vulnerable sections of the society in the operations and tasks of the Head Office and the branch offices of the Commission.
- In cooperation with concerned bodies conduct follow up research on gaps in the law, monitor the status of rights protection and recommend solutions.

- Develop policies, strategies and directives and exert all effort to ensure adoption and application.
- Establish an operational system encompassing the collection and organization of data (information) on all aspects of human rights treatment of women, children, persons with disability and members of the other vulnerable sections of the society.
- Formulate projects that help to enforce the respect of the human rights of women, children, persons with disability and members of the other vulnerable sections of society; solicit funding; and ensure implementation of programs/ projects
- Maintain regular checking on the Commission's reports to ascertain that due attention is given in their preparation to issues of women, children, persons with disability and members of the other vulnerable sections of the society and further advocate and support the rights of this neglected sector.
- Reconcile best practices observed in connection with human rights of women, children and members of the vulnerable sections of society, with the objective reality on the ground and adopt and replicate them.
- Organize internally a body that will conduct focused follow-up on human rights issues of women, children, persons with disability and members of the other sections of the society vulnerable to rights violations.

Strategic Agenda 6: Enabling Government and Non- government Institutions to Play Positive Role Relative to Human Rights.

The task of promoting and enforcing the respect of human rights cannot be mandated to a single body or institution. It is the responsibility of numerous stakeholders. Currently, a substantial number of government and non-government institutions are engaged in the promotion, and respect, of human rights.

In full appreciation of this basic principle, the Commission is determined to develop and maintain cooperative work with rights partners. In the event, and considering the strategic importance of reinforcing endeavors to establish sustainable collaboration and partnership for the promotion of human rights in the country, the following tasks should be attended to.

- Identify, based on studies, the stakeholders and the fields of cooperation.
- Develop and implement, in sustainable manner, revised policy and mode of operation regarding operational coordination and partnership.
- Develop operational coordination and provide support as necessary.
- Share experiences with international and regional institutions and create strong partnership and cooperative endeavors.

9. Objectives and Targets

Objective 1: Enabling the Commission to Better Attain its objectives by Developing its Execution Capacity and Expanding Accessibility.

Target1: Improved organizational structure and operational methods.

Target 2: Highly qualified and technically knowledgeable human resource, capable to initiate and is committed.

Target 3: Formally endorsed policies, regulations and directives.

Target 4: Organized human rights information center.

Objective 2: Generating Communal movements by undertaking wide ranging awareness creation Activities.

Target 1: Human rights awareness generated in the society and public communication (Public Relations) tasks accomplished.

Target 2: Developed human rights awareness by government institutions and authorities.

Target 3: Human rights education incorporated in education curriculums and training programs.

Target 4: Extensively acknowledged Commission's powers and responsibilities as well as its operational performance.

Objective 3: Ensure Rectification of Human Rights Violations.

Target 1: Solutions obtained through counseling services and mediation.

Target 2: Effective investigations performed and remedies proposed.

Target 3: Effective system of follow-up of decisions established.

Objective 4: Ensure Respect of Human Rights by Strengthening the Systems of Follow-up, Study and Research, as Well as provision of Consultancy to Government.

Target 1: Gaps in human rights identified through study and research and the recommendations made.

Target 2: Consultancy services provided to government on matters of human rights.

Target 3: Follow-up carried out on the status of human rights.

Target 4: Reports and resolutions issued on the status of human rights in the country.

Objective 5: Maintain the Issues of the Rights of Women, Children and members of the other Sections of Society Vulnerable to Rights Violation.

Target 1: Ensure that the operational system of Strategy, Directives and activities developed to mainline the issues of women, children and members of other sections of society vulnerable to rights violation is fully in place and that appropriate support is given in all operations and duties of the Commission.

Target 2: Follow-up conducted and support given to ensure that special attention is given to women, children and members of the other vulnerable sections of society are mainlined in all plans, programs, projects and reports of the Commission.

Target 3: Projects and programs formulated in the area of human rights of women, children and members of the other vulnerable sections of the society and support secured for their execution.

10. Action Program of the Strategic Plan

Objective 1: Enabling the Commission to Better Attain its Objectives by Developing its Execution Capacity and Expanding Accessibility									
Major Tasks	Indicators	Targets					Executing body	unit cost (in birr)	Total budget requirement
		2012 /13	2013 /14	2014 /15	2015 /16	2016 /17			
Target 1.1 Improved Organizational Structure and Operational Method									
1.1.1 Successful completion of review of Commission’s organizational structure	Completed and implemented structure	1					Office of the Commissioner	40,000	40,000
1.1.2.Opening, organizing and strengthening branch offices	Organized branch offices		7				Office of the Commissioner	Lump sum	4,030,914
1.1.3 Procurement of vehicles for branch offices	Vehicles in operation	12	14				Procurement Financial and Property Administration		24,678,333

1.1.4 Opening legal aid centers	Operational legal aid centers	50	200	150	75	25	Office of the Commissioner	70,000	35,000,000
1.1.5 Setting electronic complaints handling system in place	Operational Complaints handling system	1					Human rights Violation Investigation and Correction Directorate	1,445,000	1,445,000
1.1.6 Computerize human resource and finance operations and branch offices network	Operations and branch offices network computerized	1					Human Resource Development and Information Communication Directorates	Lump sum	560,000
1.1.7 Extension of hot line services	Active hot line server in place	1					Human right Violation Investigation and Correction Directorate		1,020,000

Target 1.2 Highly Qualified and Technically Knowledgeable Human Resource Capable to Initiate and Committed									
1.2.1 Fulfill employment of necessary professionals	Newly employed staff (male, female)	35	40	45			Human Resource Development Directorate		361,966
1.2.2 Short and long term employee training	Trained employees (male, female)	254	330	429	435	440	Human Resource Development Directorate	1,888	2,033,975
1.2.3 Develop and implement employee benefit and incentive system							Human Resource Development Directorate	320,000	1,600,000
Target 1.3 Formally Endorsed Policies, Regulations and Directives									
1.3.1 Formulate and endorse gender policy	Endorsed Gender policy	1					Coordination Office for the Affairs of women, children and other vulnerable members of society	80,000	80,000

1.3.2 Formulate and endorse different operational directives and regulations (recruitment, promotions, transfer) Council of Commissioners' meeting rules, follow up, study, research, etc)	Endorsed guidelines and Regulations	11					Different Directorates and branch offices		200,000
Target 1.4 Organized Accessible Human Rights Information Center									
1.4.1 Digitalize library, furnish with necessary materials, subscribe to human rights Journals	Operational human rights information center						Information Communication Directorate	lump sum	560,00
1.4.2 Provide service at the human rights Information Center	Individual and collective service recipients						Information Communication Directorate	lump sum	300,000

Objective 2: Generating Communal Movements by Undertaking Wide Ranging Awareness Creation Activities									
Target 2.1: Human Rights Conscious Society Created And Public Communication Tasks Accomplished									
2.1.1 Provide awareness creation training to different sections of society	Number of trained trainers	6,657	3,995	2,663	2,663	2,663	Human Rights Education and Training Directorate and Branch Offices	932	17,373,665
2.1.2 Provide training of trainers (for influential individuals, religion and community leaders, women and youth organizations etc)	Number of trained trainers	250	500	750	1000	1,250	Human Rights Education and Training Directorate and branch offices	2,800	10,501,624
2.1.3 Produce and air T.V. spots and dramas	Aired dramas and spots	24	60	60	60	60	Human Rights Education and Training and Information Communication Directorate	33,000	8,712,000

2.1.4 Produce and transmit radio programs in different local languages	Produced and transmitted radio programs	60	120	120	120	120	Human Rights Education and Training and Information Communication Directorate	20,000	10,800,000
2.1.5 Produce and publish newspaper messages	Published news-paper messages	60	90	910	90	90	Human Rights Education and Training and Information Communication Directorate	26,000	10,920,000

2.1.6 Conduct community discussions on violations and harmful traditions practiced against women and children	Number of Conducted discussions	4	8	8	8	8	Women and Children's Rights Coordination Office in cooperation with relevant Directorate	110,000	3,960,00
2.1.7 Replicate best practices of different regions and institutions in enforcing respect of rights of women and children	Replicated best practices	1	1	1	1	1	Women and Children's Rights Coordination Office in cooperation with relevant directorates	300,000	1,500,000
2.1.8 Publish and distribute reports on thematic issues position papers and investigation results	Distributed reports and publications	10,000	11,000	12,000	13,500	10,000	Information Communication Directorate	Lump sum	13,600,000

2.1.9 Publish and distribute materials on human rights (the Constitution, magazines, brochures' calendars, diaries etc)	Distributed published materials	56,000	62,000	68,000	75,000	82,000	Information communication directorate	Lump sum	6,000,000
2.1.10 Publish and distribute international human rights conventions in different local languages	Distributed published human rights conventions	25,000	27,500	30,250	33,275	36,600	Information communication directorate		6,105,000
2.1.11 Conduct moot court competitions	Conducted competitions	1	1	1	1	1	Human Rights Education and Training Directorate	510,000	2,560,000
2.1.12 Celebrate human rights events (International Human Rights Day, March 8, Children's Day, Disabled Persons Day, White Ribbon Day, etc)	Celebrated events	9	9	9	9	9	Information Communication Directorate in cooperation with relevant directorates	600,000	27,000,000

Target 2.2 Developed Human Rights Awareness among Government Institutions and Authorities									
2.2.1 Providing training of trainers courses to members of the police, correction centers and defense force	Provided training of trainers course	500	750	1000	1250	1500	Human Rights Education and Training Directorate	2080	10,500,000
2.2.2 Providing training of trainers courses to judges, prosecutors, educational leaders, teachers, members of various associations	Number of beneficiaries participants of trainers courses		500	750	1000	1250	Human Rights Education and Training Directorate	2017	7,000,000
2.2.3 Providing awareness creation training to members of federal, regional, woreda,	Number of beneficiaries participants of trainers courses	2000	3000	4000	5000	6000	Human Rights Education and Training Directorate	1050	21,000,000

kebele councils, social court judges, militia members							and branch offices		
objective 2.3 Human Rights Education Incorporated in Education Curriculums and Training Programmes									
2.3.1 Incorporating human rights education in curriculums and general education programs from kindergarten to higher education institutions	Human rights education incorporation programmes and curriculums in place						Human Rights Education and Training Directorate	Lump sum	1,140,000
2.3.2 Establishing human rights clubs in schools	Number of established clubs	40	80	200	300	100	Women and Children Rights Coordination Office in cooperation with relevant directorates	12,652	14,166,780

2.3.3 Conducting studies on ways of Incorporating human rights education in the curriculums of Police University College and training institutions	Studies completed	2					Human Rights Education and Training Directorate	185,000	370,000
Objective 3 Ensure Rectification of Human Rights Violations									
Target 3.1 Solutions Found Through Counseling Service and Mediation									
3.1.1 Offering counseling services	Number of counseling service offered	840	1,050	1312	1,640	2050	Human Rights and Violation Rectification Directorate and Branch Offices	117	806,364
3.1.2 Offering mediation services	Number of mediation services offered	60	75	94	117	146	Human Rights and Violation Recertification	293	144,157

							Directorate and Branch Offices		
3.1.3 providing solution by referring case to concerned bodies	Number of cases referred to concerned body	1,245	1,370	1,506	1,657,	1,823	Human Rights and Violation Rectification Directorate and Branch Offices	78	592,866
Target 3.2 Effective Investigation Performed and Remedies Proposed									
3.2.1 Conducting investigations into human rights violations	Number of cases of complaint handled	1000	1,250	1562	1952	2440	Human Rights Investigation and Violation Rectification Directorate and Branch Offices	800	6,563,200

3.2.2 Conducting public enquiry into human rights violations	Conducted public enquiry	1	1	1	1	1	Human Rights Investigation and Violation Rectification Directorate and Branch Offices	270,000	1,360,000
3.2.3 Conducting systemic investigation	Cases/institutions subjected to investigation	1	2	2	2	2	Human Rights Investigation and Violation Rectification Directorate and Branch Offices	24,000	480,000
3.2.4 Providing legal support through the legal aid centers	Cases of legal support handled	1700	1900	2100	2250	2500	Human Rights Investigation and Violation Rectification Directorate and Branch Offices	102	1,045,000

Target 3.3 Establish Effective System of Follow up of Decisions									
3.3.1 set in place follow-up system of decision implementation	Functional follow-up system established						Human Rights Investigation and Violation Rectification Directorate and branch offices	50,000	50,000
3.3.2 Follow-up of execution of all decisions	Followed-up decisions						Human Rights Investigation and Violation Rectification Directorate and branch offices	Lump sum	200,000

Target 4: Ensure Respect of Human Rights by Strengthening Systems of Follow- up, Study and Research as Well as provision of Consultancy to Government									
Target 4.1 Gaps in Human Rights Identified Through Study and Research and Recommendations Made									
4.1.1 Conducting surveys on status of human rights	Surveys conducted	8	8	8	9	10	Human Rights Enforcement Directorate and branch offices	4,0000	1,720,000
4.1.2 Conducting extensive studies on human rights	Extensive studies conducted	8	8	8	9	10	Human Rights Enforcement Directorate	300,000	12,900,00
Target 4.2 Consultancy Services Given to Government on Matters of Human Rights.									
4.2.1 Ensuring that existing and new laws, policies, regulations and directives taken/are being taken are with consideration of human rights	Laws surveyed	7	8	9	10	11	Human rights Enforcement Directorate	20,000	900,000

4.2.2 Rendering consultancy services and maintaining follow-up based on study and research as well as on comments given by UN treaty-based bodies	Provided counseling services	36	40	44	48	52	Human Rights Enforcement Directorate	51,000	11,220,000
4.2.3 Assisting and following up the preparation of the National Human Rights Action Plan	Prepared National Human Rights Action Plan						Human Rights Enforcement Directorate		6,800,000
4.2.4 Organizing forums to advocate the adoption of pending international and regional conventions	Organized lobby forums	1	2	2	2	2	Human Rights Enforcement Directorate		1,420,000

Target 4.3 Follow-up carried out on the status of Human Rights									
4.3.1 Conducting follow-up of different human rights issues (in correction centers, police detention places, orphanages, hospitals etc)	Institutions subjected to follow-up	4	6	6	6	6	Human Rights Enforcement Directorate	600,000	16,800,000
4.3.2 Monitoring and Observing National Elections					1		Human Rights Enforcement Directorate		2,00,000
4.3.3 Preparing overall report on the status of human rights in the country	Prepared reports		1		1		Human Rights Enforcement Directorate		1,300,000

4.3.4 Preparing status reports on diverse human rights issues, women's, children's rights and other human rights as well as papers on thematic and current issues	Prepared reports	5	5	5	7	7	Human Rights Enforcement Directorate and Women's and Children's Rights Coordination Office	170,000	4,930,000
Objective 5 Mainline the Issues of Rights of Women, Children, Persons with Disability and Members Sections of Society Vulnerable to Rights violations									
Target 5.1 Ensure that the Operational System of Strategy, Directives are Developed to Ensure that Issues of Women, Children, Persons with Disability and members of other Vulnerable Sections of Society are main lined in All Operational Processes									
5.1.1 Develop Policy strategy and directive that enable incorporation of the rights of gender, children's, persons with disability and those with HIV into the Commission's gender policy.	Policy, strategy, directives developed and incorporated	1					Women's Children's and other Vulnerable Sections of Society Coordination Office		200,000

Target 5.2 Follow-up Conducted and Support Given to Ensure that Special Attention is Given to Women, Children and Persons with Disability and other Vulnerable Sections of Society Are Mainlined.									
5.2.1 Compile and analyze different reports and data along gender, age and disability categories.	Compiled analysis document	1	1	1	1	1	Coordination Office for Sections of Society Vulnerable to Right's Violation		500,000
5.2.2 Provide support and conduct follow-up on the basis of data	Provided support conducted follow-up made and results achieved						Coordination Office for Sections of Society Vulnerable to Right Violation		1,000,000
Target 5.3 Projects Developed in the Area of Human Rights of Women, Children and other Vulnerable Sections of Society and Support Secured for their Execution									
5.3.1 Conduct needs analysis, formulate project, solicit support and implement	Formulated projects support secured						Coordination Office for Sections of Society Vulnerable to Rights Violation		13,000,000
Objective 6: Enable Government and Non-government Institutions to Play Positive Role Relative to Human Rights									

Target 6.1 Strong Domestic Institutions Operating in the Area of Human Rights									
6.1.1 Identify areas of cooperation and assess the needs of the institutions and formulate mechanisms	Result of the needs analysis effected and support mechanism document prepared	1					Study and Documentation Center and Civil Society Organization Coordination Office	60,000	60,000
6.1.2. Providing support to the institutions and conducting follow- up on implementation	Follow-up Report prepared	10	10	10	10	10	Civil Society Organization Coordination Office	561,000	28,050,000
6.1.3. Evaluating application of support secured and ensuring sustainability of the institutions	Evaluation report prepared	1	1	1	1	1	Civil Society Organization Coordination Office	60,000	300,000
Target 6.2 Initiated and Developed Cooperation System									
6.2.1 Formulating and implementing programs and projects to be	Executed program and projects	6	8	10	12	14	Relevant Directorate		5,000,000

executed jointly									
6.2.2 Sharing experience with partner institutions and participating in international forums	Conducted experience sharing	6	8	10	12	14	Relevant Directorates		5,000,000
6.2.3.Organizing discussion forums with government and nongovernmental organizations		1	1	1	1	1	Relevant Directorates		1,350,000
Target 6.3 International and Regional Partnership and Cooperation									
Identifying areas of cooperation and working together with ICC, OHCHR and other international and regional organizations							Relevant Directorates		800,000

Breakdown of Annual Budgetary Requirement (in Birr)

Fiscal Year	Estimated budget Required	Remarks
2012	67,519,670	
2012	80,650,343	Seven additional branch offices to be opened
2014	68,432,946	
2015	76,987,116	
2016	81,277,899	

11. Plan Assumptions and Risks

11.1 Plan Assumptions

- Need for necessary professionals will be met on time.
- Adequate number of branch offices will be opened and commissioners appointed.
- Budget sought from government and donors for execution of strategic plan will be secured in time and in the expected amount
- Stakeholders and collaborators will continue to make contributions and provide support expected from them for the implementation of the plan
- Commitment, on the part of the government, to the respect of human rights will continue enforced.
- Salary and benefits will be adjusted to attract recruitment new employees and retain existing ones.

11.2 Risks

1. Activities carried out by the Commission in collaboration with other institutions and organizations may not be executed in planned time and required processes.
2. It may not be possible to fulfill the need for professionals with adequate experience and expertise in the required numbers.

11.3 Risk Mitigation Measures

1. Commission shall strive to forestall the problem by making the activities it undertakes in cooperation with others, participatory as early as the planning stage.
2. Commission shall rigorously strive to find additional sources of funding for the execution of the strategic plan.

3. Commission shall strive to recruit professionals with adequate experience and expertise by fulfilling the necessary salary and benefit requirements.

12. Performance Monitoring and Assessment of the Strategic Plan

Performance monitoring and assessment are definitive indicators of the degree of implementation of a plan and outcomes actually achieved. In effect it becomes imperative that plans are monitored on the basis of when and how actions take place in order to provide timely solutions to constraints and to ensure that the required outcome is attained at every stage of the plan.

It was noted from assessment and evaluation of the previous strategic plan, the Commission had failed to establish a strong monitoring and evaluation system, and if the current strategic plan is to come to a successful conclusion, it must develop and set in place a reinforced performance monitoring and assessment system and procedure. Therefore, time and action-bound monitoring and assessment plan will be devised overall and self-contained annual action programmes defined at the beginning of each year. It is on this assumption that the following monitoring and assessment system was developed.

12.1 Monitoring Methodologies

The following methodologies may be used to follow-up on activities contained in the plan.

1. Evaluating level of implementation within the set time line of activities planned for the year.
2. Comparing compatibility of performance reports with objective situations.
3. Physical observation of plan performance.
4. Checking compatibility of performance with budget utilization.

5. Gathering stakeholder comments on plan execution.
6. Considering feedback from beneficiaries.

12.2 Evaluation

Different evaluations are set to be carried out during the strategic plan period. Such evaluation will mainly be carried out by internal (Commission's) professionals, while independent bodies may be used as deemed necessary. The Commission shall have a planning and evaluation system centering on effective participation of employees.

A management committee headed by the Chief Commissioner and involving the following members shall mainly perform the follow-up and evaluation task.

1. Chief Commissioner ----- Chair
2. Deputy Chief Commissioner ----- Deputy Chair
3. Women and Children's Affairs Commissioner ----- member
4. Branch Office Commissioners ----- member
5. All Directorates----- member
6. Planning, Follow-up and Evaluation Director ----- member and Secretary

The following evaluation, involving employees and key stakeholders, when found necessary, will be conducted at different times.

- Annual Review
- Mid-term Evaluation
- Final Evaluation

The management committee has the following follow-up role and duty.

- Monitors execution based on set follow-up mechanism
- Monitors amendments to solve problems of poor performance
- Monitors implementation of corrective measures
- Conducts physical visits

- Revises Strategic Plan when it believes there is need for revision.
- Assesses the results of the mid-term and final evaluation of strategic plan

12.3 Reporting

- Plan implementation report will be submitted every three months based on the objective, target and major tasks of the strategic plan in that order.
- A semi-annual report, compiling the first two quarterly reports will be submitted.
- Based on invitation by the House of Peoples' Representatives, the report will be presented directly to the Council by the Chief Commissioner
- A compilation of annual report will be prepared.
- Plan implementation report will be dispatched to the House of Peoples' Representatives, the Ministry of Finance and Economic Development, as well as other Stakeholders, as necessary.