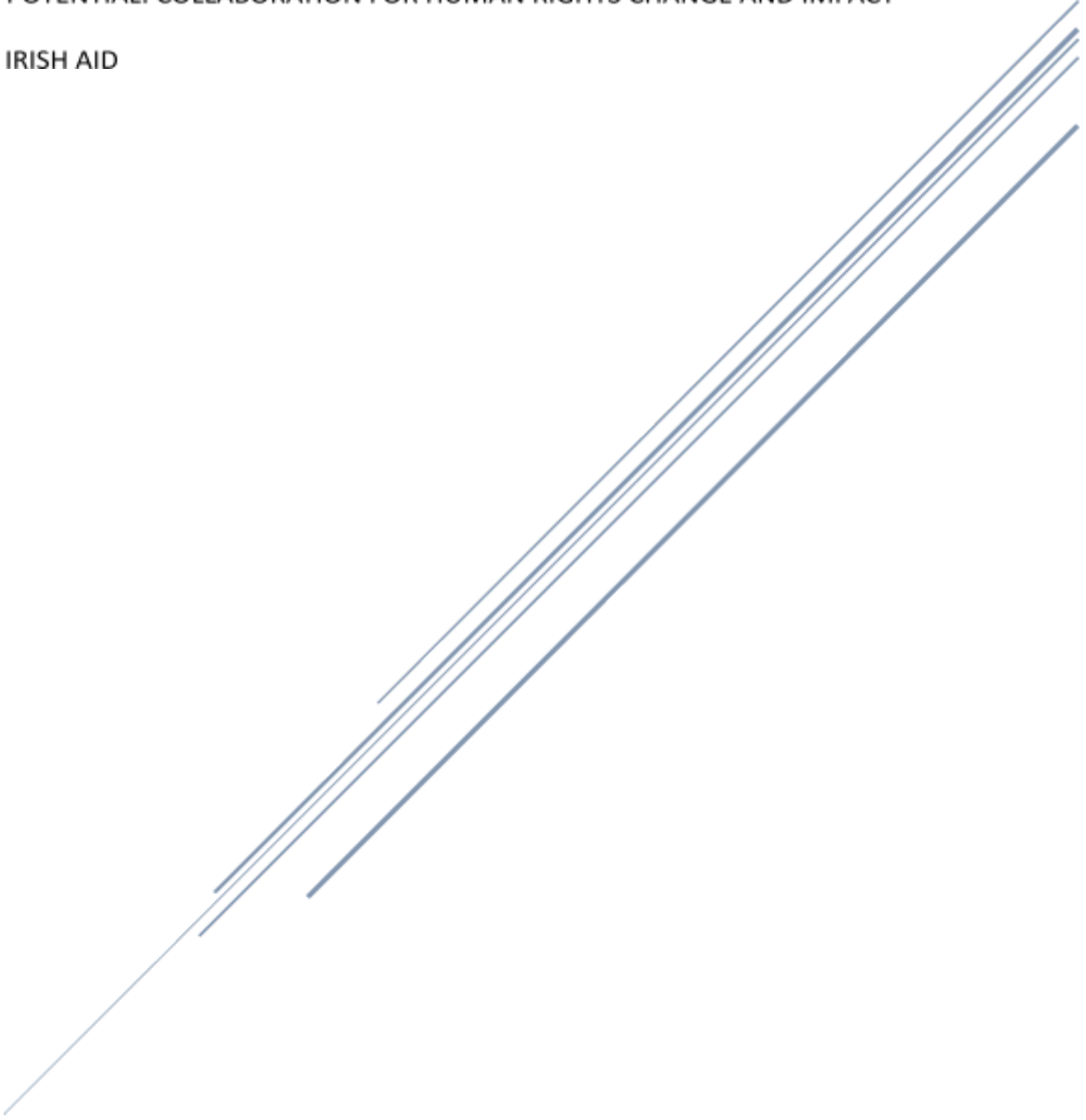


HUMAN RIGHTS DEFENDERS NETWORK - SIERRA LEONE

Strategic Plan 2024 – 2028

UNLOCKING POTENTIAL: COLLABORATION FOR HUMAN RIGHTS CHANGE AND IMPACT

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Abbreviation

ACHPR	-	Africa Commission on Human and Peoples Rights	
AGM	-	Annual General Meeting	
AU	-	African Union	
CSOs	-	Civil Society Organizations	
ECOWAS	-	Economic Community of West African States	-
HRDs	-	Human Rights Defenders	
HRDN-SL	-	Human Rights Defenders Network, Sierra Leone	
ISHR	-	International Service for Human Rights	
IT	-	Information Technology	
KRAs	-	Key Result Areas	
LGBTI	-	Lesbian, Gay, Bi-sexual, Transgender, Inter-sex	
MDAs	-	Ministries, Departments and Agencies	
M&E	-	Monitoring and Evaluation	
MTNDP	-	Medium Term National Development Plan	
NGO	-	Non-Governmental Organization	
PAHRDN	-	Pan African Human Rights Defenders Network	
PESTL	-	Political, Economic, Social, Technology and Legal	
SP	-	Strategic Plan	
SWOT	-	Strengths, Weaknesses, Opportunities and Threats	
ToC	-	Theory of Change	
UDHR	-	Universal Declaration for Human Rights	
UN	-	United Nations	
UNGA	-	United Nations General Assembly	
UNHRC	-	United Nations Human Rights Council	
UPR	-	Universal Periodic Review	
WAHRDN	-	West African Human Rights Defenders Network	

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PART ONE

BACKGROUND INFORMATION

Human Rights Defenders Network Sierra Leone

The Human Rights Defenders Network – Sierra Leone (HRDN-SL) is a coalition of human rights civil society organizations and individuals working for the protection and promotion of human rights in Sierra Leone. The Network was set up in 2011 following a meeting of human rights organisations working in the country and registered as a non- governmental organisation in July 2013 with a functional secretariat based in Freetown and liaises with regional focal secretariats on activities aimed at promoting HRDs rights. Opportunities also present themselves with growing mobilisation and increased solidarity in opposition to issues such as inequality, anti-gender policies, Land rights governance, and climate change. New networks and initiatives are being formed across sectors and across issues e.g. Corruption, LGBTI, Land Rights and gender relations. There is a growing number of local and regional initiatives focused on protection. There are new opportunities to engage with and influence new and emerging actors and protection mechanisms/policies through advocacy, policy and operational work. There is also increased acknowledgement and growing understanding of digital protection risks and an acceptance of well-being as a critical part of holistic security.

HRDN-SL was established as a local chapter of the Pan African Human Rights Defenders Network (PAHRDN) based in Uganda and West Africa Human Rights Defenders Network (WAHRDN) based in Togo and through technical support from the International Service for Human Rights (ISHR) based in Geneva. The network has established structures in place to ensure its strategic implementation and oversight of programs. As a local Chapter, HRDN-SL seeks to promote the participation of human rights based civil society organizations to research, analyze and pursue strategic interventions through advocacy, campaign to promote and protect human rights defenders in Sierra Leone¹. This network currently has a membership of one hundred and sixty member organizations in all the sixteen geographical districts and twenty-five (25) individual members nationally.

HRDN-SL's Governance and Operations

HRDN-SL has developed and have in place some operational documents to guide its organizational development and internal processes. These operational documents include the network's member policy, financial policy, accounting packages, procurement policy, anti-corruption policy, non-discrimination policy, gender and inclusion policy. It is still in the process of developing the Board's charter, human resource manual and HRDs security policy. Its constitution articulates the tenets of accountable governance espousing sound financial management and accountability practices in its dealings with its members, its allies in donors, government and wider public.

¹ <https://grassrootsiusticenetwork.org/connect/organization/pan-african-human-rights-defenders-network/>

HRDN has functional systems such as the monitoring and evaluation (M&E) framework articulated in this strategic plan and its governing organs with clear mandates such as the Annual General Meeting (AGM) of members, Board (oversight) and Secretariat (Management). The functions and mandates of all these organs are articulated as part of the operational documents referred to above. The Board's charter will address general rules of Board's processes, separation of powers between the Board and management as well as conflict of interest issues.

Board

The Board comprises nine (9) members of whom 4 (being 40%) are females. There is a conscious effort to ensure that the Board is always inclusive in terms of the thematic areas that are represented within the work streams of the network as well as ensure gender and a regionally balanced representation such that there is a fair representation across all regions of the country. Even though education backgrounds are not pre-determined qualification to the Board, but generally the Board's competencies stand out in the relevant fields in Human Rights advocacy, education and development communication with specific career pathways in law, journalism/ mass communications; policy and people centered advocacy and trade unionism. Members to the Board rotate systematically after their tenures end.

The Board over the years have been consistent in its mandate and meets with regularity. In terms of its functionality, it has been quite effective and has been instrumental in supporting fundraising efforts for the HRDN-SL. Given its relatively long-term practice, the organization is currently working on developing the Board's charter as a way of enhancing its oversight functions and would require needs-based capacity building through training and exposure visits to like-minded institutions.

Secretariat

The Secretariat is the management and organ of the network. It maintains a lean and efficient staffing structure led by the Executive Director as the main entrepreneur who supports the Board and its processes as well as mobilizes membership as well as leads program planning. Its staffing base has remained largely administrative focuses with a few program and finance staff with communications IT and M&E support functions. The staff strength has been known to expand given the opportunities with funding availability. However, the current staff number is 08 (with 05 of them being males and 03 females). The retention rate of staff is above 80%. That is, less than 20% of staff have left the organization in the past three years.

Vision, Mission and Core Values

Vision

A just society in Sierra Leone where the rights of Human Rights Defenders are protected, human rights activities and initiatives are coordinated and where all human rights are guarantee, respected and promoted.

Mission

HRDN-SL works at the national, regional and international levels to promote and protect human rights. We do this by enhancing Human Rights Defenders, strengthening human rights standards and systems, and leading member organisations for human rights change.

Core Values

Human Rights Defenders Network – Sierra Leone is a national community of human rights defenders with a number of characteristics that we consider core to our on-going success and common to each of our achievements:

- A belief in high quality monitoring, research and ensure that our principled advocacy has a credible evidence-base
- An initiative and flexibility to respond professionally, creatively, effectively and quickly to defenders in need and at risk;
- Respect for the dignity, equality, tradition and culture and development of all people with whom we engage;
- Ensure that our work to achieve normative and systemic change is informed by and responds to the concerns of human rights defenders and victims of human rights violations on the ground.
- Work with human rights defenders but also governments, international organisations, business and media to achieve change.
- A belief in promoting transparency and accountability in implementing our programmes and activities;
- Use an evolving, strategic and integrated approach and work in a way that is collaborative and not competitive.

The need for this strategic plan (2024 – 2028)

The Human Rights Defenders Network, Sierra Leone embarked on developing a new strategic plan upon the expiration of the last strategy. This strategy is being developed as a response to the changing context of human rights and the need to situate human rights promotion and protection within this changing context as there is a growing need. This Strategic Plan will be delivered over five years in a way that can be adapted to an ever-evolving and changing external context.

The new strategy builds on years of experience of working with and learnings from our actions. It draws on the input from the Board, secretariat staff, partners and other stakeholders across the country. It builds on the achievements of the last four years during which we have dedicated support to monitoring and reporting on Human Rights violations. Through this strategic plan we have set out to strengthen our ability to meet the needs and demands in defending human rights. It is a statement of the commitment to the human rights struggle as the network remains committed to that struggle. As human rights defenders, we will solicit the required support to deliver on our promises as well challenge ourselves to be more effective and innovative in the defense of human rights.

PART TWO

CONTEXTUAL ANALYSIS

Human Rights are guaranteed under international law but working to ensure that they are realised and taking up the cases of those who have had their rights violated can be a

dangerous business in countries all around the world. Human Rights Defenders are often the only force standing between ordinary people and the unbridled power of the state. They are vital to the development of democratic processes and institutions, ending impunity and the promotion and protection of human rights. Human Rights Defenders often face harassment, detention, torture, defamation, suspension from their employment, denial of freedom of movement and difficulty in obtaining legal recognition for their associations. In some countries they are killed or "disappeared."

"Human rights defender" is a term used to describe people who, individually or with others, take action to promote or protect human rights. Human rights defenders are identified above all by what they do, and the term can therefore best be explained by describing their actions and some of the contexts they work in. In 1998 the United Nations General Assembly (UNGA) approved the "Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms" (Hereafter the "UN Declaration on Human Rights Defenders"). In other words, fifty years after the Universal Declaration of Human Rights (UDHR), and after twenty years of negotiations on a draft declaration on human rights defenders, the United Nations finally recognized what is a reality: that thousands of people were promoting and contributing to the protection of human rights throughout the world. This is an inclusive Declaration that honours the amount and variety of people engaged in the promotion and protection of human rights. A human rights defender is defined therefore as "a person who works, non-violently, for any or all of the rights enshrined in the Universal Declaration of Human Rights²". The Special Representative of the UN Secretary General on Human Rights Defenders is mandated "to seek, receive examine and respond to information on the situation and the rights of anyone, acting individually or in association with others, to promote and protect human rights and fundamental freedoms."

Over the years, general awareness has increased of the enormous risk human rights defenders face in their work. The risk is easy to identify when defenders work in hostile situations, for instance, if a country's laws penalise people who do certain types of human rights work. Defenders are also at risk when the law fully sanctions human rights work on the one hand, but fails to punish those who threaten or attack defenders on the other. In armed conflict situations, the risk becomes even higher. Apart from a few chaotic situations during which a defender's life may be in the hands of soldiers at a checkpoint, the violence committed against defenders can't be called indiscriminate. In most cases, violent attacks are a deliberate and well-planned response to defenders' work, and linked to a clear political agenda.

Previous Interventions Achievements/ Challenges

In Sierra Leone, significant progress has been made in the area of defending human rights since the end of the armed conflict in 2002. As proper understanding and awareness of human rights in Sierra Leone is still relatively low, the role human rights defenders play in the development of this awareness and provision of basic human rights education is critical.

² ENRIQUE EGUREN Protection Manual for Human Rights Defenders, PEACE BRIGADES INTERNATIONAL, EUROPEAN OFFICE (PBI BEO)

Even though human rights defenders have generally been able to undertake their work without risking to suffer attacks from authorities, there have been instances where some HRDs have faced harassment and acts of intimidation when pursuing their work. Attacks against gender and sexual rights organizations as well as land rights activists have been reported, including destruction of property and blackmailing, such targeted attacks on individuals and organizations have particular been challenging in rural areas.

In a specific instance, a Non-Governmental Organization (NGO) had its office broken into and partially destroyed only a few months after having to change location following an eviction notice that was also reportedly linked to the nature of their work. These human rights defenders denouncing human rights violations by state authorities and traditional leaders have also faced harassment.

The Universal Periodic Review (UPR) dated October 2020, on the situation of Human Rights Defenders in Sierra Leone, revealed that following the last UPR in January 2016, 177 of 208 recommendations. Out of the 177 accepted recommendations, Sierra Leone received and supported five recommendations about human rights defenders (HRDs). These recommendations called on the State to prevent impunity and harassment against HRDs, to ensure the right to freedom of expression, and to refrain from criminalising the legitimate activities and rights of HRDs³.

Since its last review, even though Sierra Leone accepted all recommendations concerning HRDs, the situation of HRDs is still concerning. The obvious risks facing HRDs have persisted.

- o Journalists that publicly criticize government anti-corruption policy and campaign drive are known to have been harassed and subjected to arbitrary detention.
- o NGOs working on gender and sexual rights and LGBTI activists are still attacked;
- o Human rights defenders denouncing human rights violations by State authorities and traditional leaders also faced harassment.
- o The right of freedom of assembly through protests to defend human rights has also been violated, in particular through the use of excessive force by the police and the security forces.
- o Land rights activists against the deal with large scale agricultural company (SOCFIN) in Malen chiefdom have been systematically criminalized and repressed by law enforcement officers.

The briefing paper aggregated some key recommendations to the Government of Sierra Leone in relation the HRDs.

³ Briefing paper Universal Periodic Review: The situation of HRDs, Sierra Leone, October 2020

- o Adopt and implement a national law on the protection of HRDs in conformity with the UN Declaration on Human Rights Defenders and the model law on the recognition and protection of HRDs
- o Adopt laws and measures to implement the UN Guiding Principles on Business and Human Rights and fully guarantee the protection of defenders working on issues related to land and environmental rights
- o Take all possible steps to limit undue corporate influence over public processes and actors, including via effective legislative, policy and enforcement mechanisms which enable the state to safeguard the human rights of its population, regardless of any business interest at stake.
- o Guarantee through specific policies, the protection of women's rights defenders, especially those working on land rights
- Monitoring government implementation of the UPR recommendations, regional and international human rights standards, Submission of shadow reports to UNHRC and ACHPR (2013, 2015)
- Lobbying and engaging government on its foreign policy formulation and implementation, government signing to UN and AU Treaties (2014, 2015).

Aspirations and expectations for the next five (5) years (2024 – 2028)

The promulgation of a HRD law violations of rights to freedom of assembly, harassment and intimidation; low awareness of HRDs' rights; and many other factors listed listed here, justify a need for stronger and scaled up interventions for the next five years.

Review of program implementation reports provided for consideration of at least four critical areas to focus on during the next five year. Such areas include:

1. Uncompleted/ unaccomplished business in core functions of the network
2. National external events such as planning for elections 2028; constitutional review; the National Development plan which are now being developed as as national development's blueprints
3. Global trends on HRDs agenda e.g. collective protection, inclusive interventions and reaching out the grassroots
4. The prevailing needs of HRDs especially the HRDN-SL's members and partners.

Based on these, some other issues that require consideration during the 2024-2028 programming phase would be:

5. Tightening protection mechanisms of HRDs e.g.
 - a. presence of national security strategy and plan for HRDs and improving accessibility of such services;
 - b. adopting collective protection strategies, measures and actions;
 - c. reflection of resilience strategies into HRDs' operations e.g. against untimely incidents like pandemic
 - d. adopting national policy and regulations for the protection of HRDs.
6. Having fast, flexible and effective emergence response systems e.g. ability of HRDs to manage or mitigate their security concerns (resilience approach), etc.

7. Improvement of an access to remedy e.g. introducing and institutionalizing legal aid component.
8. More working relationship with wider range of stakeholders e.g. decision makers.
9. Improvement of monitoring and research components.
10. Human Rights resource mobilization scheme for HRD networks which is independent but affiliated to HRDN-SL.
11. Stronger advocacy components with clear indicators of successes e.g. domestication of all key human rights instruments and enforcement of the same; and, support an implementation of international obligations such as UPR processes.
12. Effective and strategic government engagement on HRDs issues, access to justice and legal reforms

The level of achievement of these aspirations above depends on the strengths or weaknesses or opportunities or Threats (SWOT) that HRDN-SL and its membership and other stakeholders would have and face when they operate. These are internal and external factors highlighted below.

INTERNAL AND EXTERNAL WORKING ENVIRONMENTS

The internal factors in this regard are typically relating to HRDN-SL's institutional operations in terms of systems, structures, procedures, ability, aptitude, etc. of the governing organs and members. On the other hand, the external factors are issues which could positively or adversely influence the external operation of HRDN-SL and its members. Those could be political, economic, social, technological or legal (PESTL) situations.

Internal Factors for Consideration

The internal factors were mentioned to be some internal drivers which would influence effective implementation of this SP for the next five years. Basically, these ones are resource-based issues e.g. human resource capacity and financial resources. All these are necessary 'inputs.' Based on the discussions during the strategic planning processes as well as an experience, table 2.1 below, were identified as the internal strengths and weaknesses:

Table 2.1: HRDN-SL Perceived Internal Strengths and Weaknesses

Strengths	Weaknesses
- HRDN-SL operates throughout the country and it is registered under the relevant procedures governing Civil Society Organizations (CSOs). - HRDN-SL has in place systems and structures that reinforces good corporate governance principles. - Strong governing board which is independent and dedicated. - Functional organs like the Board and Secretariat - Strong internal control systems in place - Ability to mobilize resources from partners. - Low attrition rate of secretariat staff - Clear agenda for the coordination and protection of HRDs.	- Inadequate financial resources to consistently support its activities and networks. - Insufficient resilient and responsive Systems/ mechanisms for HRDs. - Weak contingency plan especially against emergencies such as pandemics and elections related violence - Weak M&E system with linkages to community-based efforts by the secretariat. - Under developed IT based systems opportunities. - Minimal commitment towards membership subscription fees - high expectations of network members in HRDN-SL's support of their activities.

- A diverse (thematic) and inclusive (gender/geographic) membership base - A reputable and trust worthy organization among government, international organizations, members and community).	- Lukewarm proactiveness of members on addressing issues. - Weak reporting systems.
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The HRDN-SL will build on the strengths mentioned above, while addressing the institutional weaknesses

External Factors for Consideration

A due consideration is made on the possible opportunities which HRDN-SL could utilize and also, possible challenges or barriers which the network would encounter during implementation of this strategy in 2024-2028. Such opportunities and challenges or barriers are observed in terms of PESTL and other factors. Table 2.2 below summarizes the views of HRDN-SL's stakeholders on opportunities and challenges.

Table 2.2: External Opportunities and Threats Affecting HRDN-SL's Operations

Opportunities	Threats
- Good relationship with the Government - HRDs are recognized by state institutions. - Trust and goodwill from development partners - The current political climate is favorable for human rights advocacy work - The existence of similar networks in Africa and beyond which partner with HRDN-SL - Existence of a pool of human rights lawyers who offer pro-bono human rights legal services - The prospect of a constitutional review process - Opportunity of legal frameworks on human rights, legal aid, criminal procedures, etc. - Opportunity of regulations being developed in support of HRDs.	- Negative attitude towards HRDs by state/ security because of their work. - Competition for resources at National Level with other competitors/ NGOs - weak policy and legal protection mechanisms for HRDs. - Low level of knowledge on the work of HRDs by law enforcers and other government authorities. - Hostile attitude towards the engagement with HRDs - Existence of repressive laws which affect HRDs and CSOs sector at large.

As it is a case for internal strengths and weaknesses, on these too (opportunities and threats), the network will make use of the same. For instance, the challenges are converted into being issues to address while the opportunities are mostly used as intervention strategies.

OPERATIONAL DIMENSIONS

As it is hinted in part one of this program's document, HRDN-SL plans to strengthen the institutional and operational capacities of its membership so that it can be active players on the ground. Much as there are myriad human rights issues needing attention, HRDN-SL will focus more on its operations that are directly related to HRDs or which have direct implications to this strategy. However, through the stakeholders' engagement strategy which will be operationalized during this phase (2024-2028), associated human rights issues that emerge outside the remit of this strategy, it will be channeled to and through other stakeholders already identified.

STAKEHOLDER IDENTIFICATION

HRDN-SL will work with various national and international stakeholders including all States' machineries of Sierra Leone. A careful selection of stakeholders has been considered as per the Stakeholders analysis done to identify the categories of engagement over this five-year plan developed. Table 2.3 below makes a summary of key stakeholders and their categories that the Coalition will work with.

Table 2.3: Categories of Potential Stakeholders

Main categories	Stakeholders
Primary stakeholders	- HRDN-SL members (individual organizations) - Other HRDs (who are not members of HRDN-SL). - Potential and professional HRDs e.g. law enforcers/ State's officials, students - Other individual or group of persons with distinct characteristics e.g. indigenous populations, key population and sexual minority HRDs
Secondary stakeholders	- Relevant ministries, departments and agencies of the State (MDAs) - Parliament of Sierra Leone. - Judiciary of Sierra Leone - Regional and district administrations e.g. Provincial Administrations and Local Councils. - Law Enforcers e.g. Attorney General and the Ministry of Justice; the police, Police Partnership Boards, Police Complaint Boards, Appellate Board, the Ombudsman - Commissions e.g. Human Rights Commission, National Electoral Commission, Political Parties Registration Commission - All types of CSOs e.g. Coalitions, networks, all forms of media, trade unions, academic institutions, etc. - Religious institutions e.g. Inter religious council and other religious associations - Private institutions e.g. business associations, private law firms, etc. - Legal aid service providers e.g. paralegals, pro bono advocates, etc.
Key stakeholders	- Funding Partners. - UN Agencies. - UN mechanisms. - AU mechanisms. - International organizations and associations. - Private sector/ business community.

A broader analysis of likeminded organizations will have to be undertaken to broaden the mobilization efforts, is one of the next steps to accompany the initial stakeholder analysis of this SP. Ideally, HRDN-SL will ensure that, it works closely with stakeholders who have relevance to its interventions, some degree of contributions into its work, and are strategic for influencing desired changes.

PART THREE

STRATEGIC DIRECTION AND RESULTS' AREAS

MAIN FOCUS IN THE NEXT FIVE (5) YEARS

It is learnt from the program/ document review process which was undertaken between October to November 2023 on the state of the HRDN-SL and its programming areas is of relevance to the following:

1. That there were a number of unfinished ‘business’ after completion of the 2018-2022 strategic plan;
2. That the network has to deepen its engagements within its core functions in emerging new thematic area
3. Maintain most of the intervention strategies used previously with some modifications in order to fit into the current contexts e.g. geo-political factors influenced by the current legal and regulatory regimes.

In this regard, the next five years of this 2024-2028 program is designed in a way that all those factors are taken into consideration for modification and scale up. This part of program document provides relevance for the definition of the key results areas (KRAs); results’ chain, intervention strategies as well as the Theory of Change (ToC). A logical framework matrix in Annex 1 explains the logic model with the ToC.

Key Results Areas (KRAs)

As a result of the contextual situation and justifications provided in this narrative so far, in line with part two of this strategy document, HRDN-SL focuses on the proposed KRAs. The said areas are on protection and security management; resilience of members and coalition building; and, advanced institutional development HRDN-SL. The KRAs, which are clarified in detail below, strategically incorporate some **prevention** and **control** aspects of issues pertaining to HRDs.

The protection, security, emergence responses and capacity building are actually inherent responsibilities and core functions of HRDN-SL. All these are carried over from previous 2018- 2022 SP, but with some modifications in order to scale up both interventions and results anticipated under this 2024-2028 program.

Human Rights monitoring through evidence vidence-based (data-driven) research/ publication and advocacy remains to be a routine task of the network over the next five years. However, there are some strategies devised to enhance it including an improvement of research and documentation portfolio as well as adopting systems and operational frameworks e.g. policy advocacy will aid the linkages between people centered advocacy interventions with the national or international engagements.

Relevance and coherence with national and international frameworks

The relevance and coherence factors have also been considered in the design and operationalization of this five-year program. Global trends on HRDs’ protection and emergency response or support – approaches such as inclusive, non-discriminative and

collective interventions have been considered. This is also reflected in the main purpose (goal) of the 2023-2027 SP as contributing to the fostering of inclusive and enabling environments conducive to HRDs in Sierra Leone.

On the other hand, the international and national human rights-related instruments were considered. For instance, apart from UN's and African Union's human rights conventions, treaties and declarations, this SP considers also the aspirations of the Medium Term National Development Plan (MTNDP). In these areas, the KRAs, outcomes, outputs and their indicators for the next five years have been defined. The intervention strategies are also reflected. Annex 1 addresses all of these.

KEY INTERVENTION STRATEGIES

In a bid to scale up its operations for bigger results, HRDN-SL plans under this SP to use, among others, the following intervention strategies: -

- a) **Wider outreach:** HRDN-SL plans to adopt the world-wide move of collective enforcement of HRD issues e.g. protection, security, etc. in this regard, the network plans to strengthen the capacities of its human rights thematic groups for them to reach out to communities across Sierra Leone
- b) **Strategic engagement:** engagements will be fostered particularly with duty bearers and development partners. Experiences have shown that once the duty bearers are effectively engaged and there a good relationship is built, it is easy for HRD agenda to be bought in.
- c) **Right-based approach:** Working towards strengthening national human rights mechanisms or systems like laws, rules, regulations, there is need to support capacity building of the State's machineries while at the same time empowering the HRDs to assert their needs through dialogue and due legal processes where need be.
- d) **Members-oriented approach:** Special attention is given to membership affairs especially empowering them to operate effectively and remotely among their constituents and in communities. The critical issues on institutional capacity including insufficient skills on resource mobilization will be addressed.
- e) **Results-based approach:** ensuring that, there is **logic** and **correlation** between different results areas, their indicators, activities and their targets or milestones.
- f) **Bottom-up approach:** As a way of ensuring effective engagement of the network's constituents, the bottom-up approach is adopted e.g. through community engagements.
- g) **Efficiency tactics:** Particularly, use of members and leaders of thematic groups to reach out the grassroots in their vicinities and media platforms to reach out the entire country in cost-effective manner.

STRATEGIC GOAL AND IMPACT

During the next five years (2024-2028) the HRDN-SL plans to continue to foster a presence of enabling working conditions for the HRDs in Sierra Leone. An continuing inclusion of

much wider sections of stakeholders who are potentially HRDs is one of the newly introduced variables.

As such, by 2028, HRDN-SL will be able to ‘*contribute to the presence of secure, diverse, inclusive and conducive environments for HRDs.*’ Efforts towards supporting conducive enabling environments for HRDs are contextually and strategically aligned with ongoing global and national efforts as stipulated by a number of UN, AU, ECOWAS and other human rights frameworks. The indicators for this SP’s impact are also deduced from such frameworks. Meaning that, realization of HRDN-SL’s goal and impact, could mean direct contribution to the global and national human rights frameworks. Table 3.1 below shows such indicators.

Table 3.1: Program’s Goal and Impact by 2028

Goal/ Impact	Impact’s Performance Indicators
Contribute to the presence of secure, Diverse, inclusive and conducive working environments for HRDs in Sierra Leone	▪ Improved civic space in which HRDs are recognized and operate freely ▪ Define, Adopt and promote HRDs’ agenda into a national legal, policy and institutional framework in line with the international standards. ▪ Increased number of HRDs actively promoting and protecting human rights in Sierra Leone ▪ Relevant Human Rights impact indicators of MTNDP (2024 - 2028). ▪ Relevant Human Rights impact indicators of SDG 2030.

INTERMEDIATE AND IMMEDIATE RESULTS

KRA 1: Preventive Protection and Security Management

In terms of issues about the protection and security management as well as addressing response mechanisms that HRDs are confronted with, is a core function of HRDN-SL. In this regard, these are critical issues that require addressing over the life of this strategy, in the next five years (2024 – 2028). The network has been somewhat addressing issues relating to the protection and security management of its membership engagement, this strategy will place a stronger emphasis on the ‘prevention’ aspect. Putting stronger emphasis on prevention as part of the strategic drive of the network is intended to refocus HRD programming towards greater proactiveness rather than being reactive as has been the norm in the past. The proactiveness (i.e. preventive) approach is also aimed at building a solid foundation whereby security and protection issues on HRDs will be sustainably considered.

For KRA 1, in the next five years, it is intended that the ‘*preventive protection and security management of HRDs is ensured*’. To achieve this particular intermediate result (outcome one), the HRDN-SL and its stakeholders will use the following as intervention strategies: -

- i. Research, documentation, and dissemination of publications components – conducting a comprehensive review of the laws, policies, and practices affecting HRDs.
- ii. Conducting periodical risks and HRDs’ impact assessments on threats, vulnerability including capacities as well as devising appropriate responsive measures.

- iii. Support for accessible, reliable and timely legal remedy to all HRDs in need.
- iv. Mobilize support for assistance to HRDs at risks including transport, shelter social assistance, medical support, digital security, communication, psychological, etc.
- v. Monitoring and pursuing an implementation of international obligations relevant to HRDs through UPR and other processes.
- vi. Intensify awareness raising and education on HRDs rights, protection, security issues and other needs
- vii. Publishing on an annual basis, the situational reports of state of HRDs' rights in Sierra Leone
- viii. Develop a national HRD advocacy strategy with the following considerations:
 - o Ensure evidence-based (data driven) – linked to research component;
 - o Ensure there is a strong linkage for advocacy on issues between grassroots and national or international levels;
 - o Ensure HRDs adopt national advocacy strategy in order to systematize advocacy interventions by all HRDN-SL membership.
 - o Ensure advocacy also focus on recognition of HRDs, lessening of barriers the defenders face in their work, etc.

The strategies indicated above are (most of them) transcribed into deliverable outputs and activities. The performance indicators for Outcome 1 and its Outputs are indicated in the result matrix developed for this strategy.

Table 3.2: Outcome 1 and its Outputs on Protection and Security Management

Outcome 1	Outputs
Preventive protection and security management of HRDs are ensured.	1.1 HRDs are promptly aided and protected from potential risks. 1.2 HRDs, communities and other stakeholders assertive and proactively engage in protection and security management interventions. 1.3 Issues pertaining to HRD are incorporated and enforced through the relevant national legal, policy and national institutional frameworks Pertinent issues pertaining HRDs are addressed. 1.4 Adoption of HRDs Law/ National Protection Policy

KRA 2: Members' Empowerment and Public Engagement

The legitimacy of HRDN-SL as a membership based network lies on its members because it is established to serve them. Progress on this front has been made since its inception. In spite of the progress made in terms of the organizational growth and transformation as well as the organizational achievements so far, more is desired to make the the network more empowered institutionally; and hence become more vibrant in its operations. A need for broader and strategic engagement with other stakeholders (nationally and internationally) is a strong desire for the HRDN-SL

It is envisaged that by 2028, through this KRA 2, 'HRDN-SL members and other stakeholders' capacities and resilience strengthened'. To achieve this particular intermediate result, the network members have adopted and will use the following (among others) intervention strategies:

- i. Formulate and adopt a code of conduct for HRDN-SL members which outlines, among others, issues pertaining solidarity, areas of human rights promotion and protection, communication, standardization of some approaches especially on advocacy
- ii. Develop a financing model/ funding architecture for HRDs' engagement and development to ensure growth and sustainability of the network.
- iii. Conduct periodic skill gap analysis of members' capacity and design needs-based capacity building training.
- iv. Support the development of a Human Rights based resource center for HRDN-SL's members and general public
- v. Develop and ensure an improved stakeholders' engagement and communication strategies.
- vi. Devise engagement platforms for HRDs, HRDN-SL's members, government (relevant MDAs), development partners, the public and other stakeholders (HRDs' spaces) to engage each other in a defined and coordinated way
- vii. Support the development and adoption of branding and visibility tools for HRDN-SL e.g. publicity materials, social media applications, etc.
- viii. Support continuous membership mobilization efforts across the country at all levels e.g the secretariat establishes a data base of members
- ix. Ensure the network makes use of available opportunities at national and international levels in order to advance HRDs' agenda e.g. through UPR process, HRDs' day, human rights days, etc.

The strategies indicated above are adapted in this plan document as deliverable outputs and activities. The indicators for Outcome 2 and its Outputs are articulated in the results matrix.

Table 3.3: Outcome 2 and Outputs on Members Empowerment and Public Engagement

Outcome 2	Outputs
HRDN-SL members and other stakeholders' capacities and resilience strengthened.	2.1 HRDN-SL's coordination of membership is improved 2.2 HRDN-SL institution is strengthened 2.3 HRDs resource center is set up and running effectively 2.4 HRDs are vibrant in their respective thematic constituencies 2.5 HRDs' scope of operations widened at the grassroots and thematic levels. 2.6 Key relevant stakeholders' engagement improved

KRA 3 HRDN's Institution and delivery performance

The HRDN-SL' annual program report of 2021 cited issues around evolution of the network and is still on the steady growth trajectory. However, the operational guidelines and policies that guide organizational development and institution building still require addressing. Moreover, the move to scale up intervention strategies as indicated above under KRAs 1, 2 and 3 have implications for resource mobilization to sustain its work and support institutional governance.

In this regard, through KRA 3, the Coalition envisages ‘*enhanced performance and sustainability of HRDN-SL*’. In order to achieve this intermediate result, the HRDN-SL members will use the following as intervention strategies: -

- i. Develop and operationalize a resource mobilization strategy in order to have financial sustainability.
- ii. Support improvements in the M&E system such that it is digitalized (automated) and effectively maps all results earned per the results’ framework.
- iii. Support the development and operationalization of guideline documents in order to strengthen institutional structures and systems already in place.
- iv. Work towards having a permanent model HRDs’ office with resources and conference facilities.
- v. Ensure hiring, developing, motivating and maintaining skilled staff.
- vi. Improving the capacity of its oversight organs, particularly of the Board of HRDN-SL
- vii. Support the HRD-SL develop clear sustainability plan including financial resilience plans.
- viii. Devise platforms, modalities and avenues of sharing and receiving feedback on the activities implemented.
- ix. Design a checklist for ensuring compliance with all statutory obligations of the laws governing HRDN-SL.
- x. Develop and roll out all operational policies and guidelines including on financial management, procurement, accounting, Board’s charter, human resource, risk management framework, security, gender mainstreaming, ICT use, continuous education of the staff, etc.
- xi. Support the establishment of an Information and Communication Technology (ICT) unit in the secretariat.

The strategies indicated above are actually transcribed into actions and deliverable outputs. The performance indicators for Outcome 3 and its Outputs are indicated in the result framework (Annex 1) for this five year program.

Table 3.4: Outcome 3 and Outputs on Performance and Sustainability of HHRDN-SL

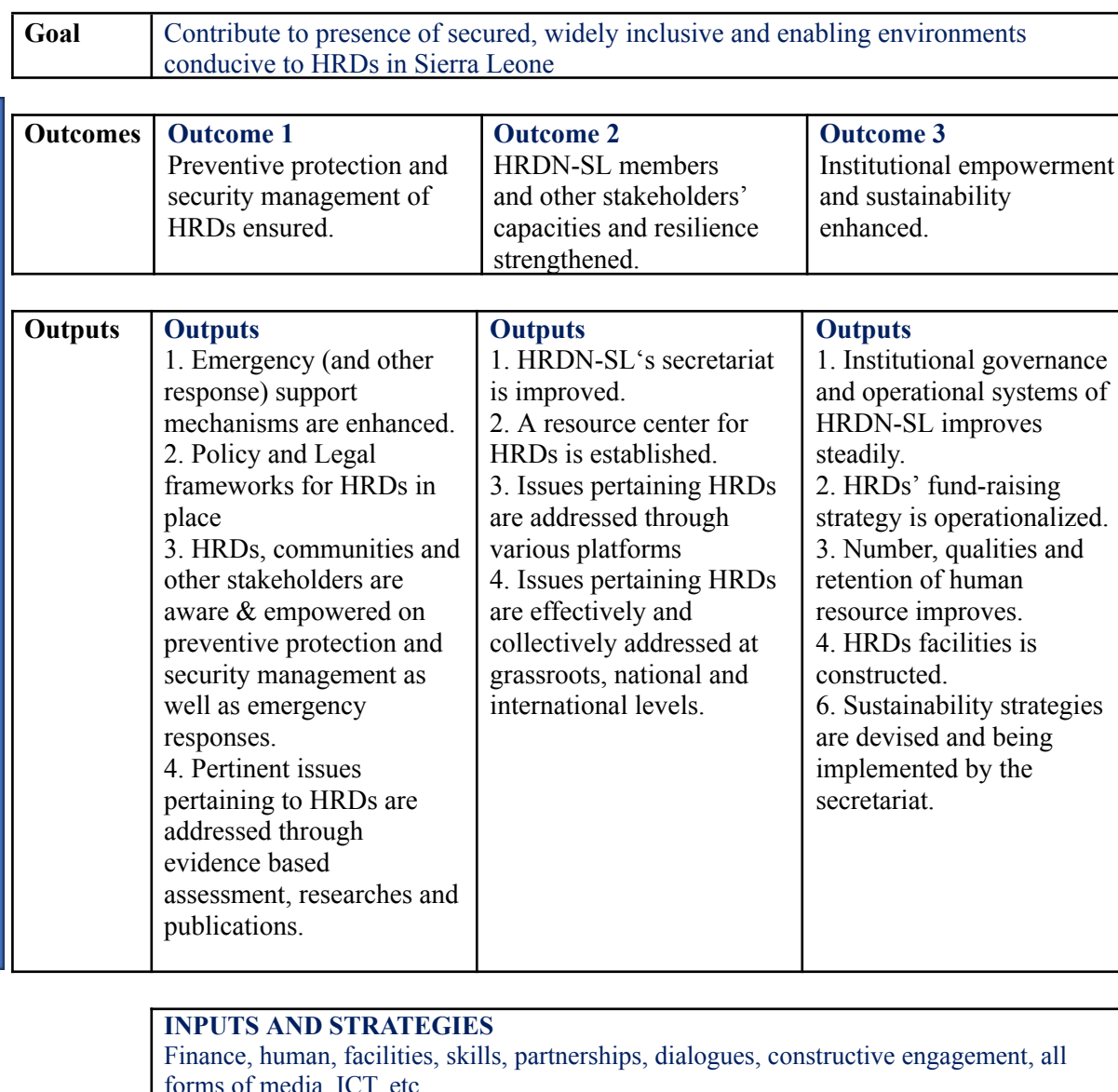
Outcome 3	Outputs
Performance and sustainability of HRDN-SL is enhanced.	3.1 Improved institutional performance (effectiveness) of HRDN-SL office. 3.2 Improved efficiency of HRDN-SL 3.3 HRDN-SL’s members operate sustainably.

SUMMARY: THEORY OF CHANGE

Preventive protection and security management; emergency response; empowerment of members; and institutional development and sustainability are core and thematic areas this action seeks to realize in the coming five years (2024-2028). That is, if the HRDs’ capacities and skills on preventive protection and security as well as emergence responses will be improved further; and, if HRD’s members will be empowered to be assertive and vibrant in their respective work streams and locations ; and also, if the HRDN-SL’s secretariat will

have sufficient resources and improve further skills, systems and operation, will contribute to the presence of secured environment for HRDs to operate in Sierra Leone. Figure 3.1 below explains the logic connectivity of the results areas as pathways toward realization of the program's impact.

Figure 3.1: Theory of Change – THRDC's Strategic Direction



Strategically, through this action (SP), the HRDs are empowered to be main motorists of the intended changes needed for a more open civic space. An empowerment in this regard depends on at least three interventions including, preventive protection, security and emergency responses. In all these, capacity building programs are designed. The prevention entails advocacy for legal reform in order to have favorable legal environments for HRDs.

Apart from empowerment of HRDs to become assertive of their own interest, through a right-based approach, the supply (duty bearers) side is holistically involved. For instance, there are sensitization and other actions to strengthen duty bearers understanding of HRDs issues (protection, security, emergency response, etc.) are incorporated in this program. Advocacy and capacity building initiatives are inherent and cross-cutting issues.

This logic flow does not disrupt the current organizational structure and departmentalization of HRDN-SL's secretariat. However, given the improvements in funding, better departmental organization will be required to support the efficient overall programming work of HRDs

PART FOUR

IMPLEMENTATION, MONITORING AND EVALUATION APPROACHES TO IMPLEMENTATION

The HRDN-SL retains same implementation, monitoring and evaluation (M&E) approaches as it had during the previous SP's phase. However, some adjustments on the M&E framework and implementation structure of this 2024 – 2028 program is unavoidable. Among others, digitalized M&E framework for the secretariat and the networks has been designed.

Secondly, since the KRAs are interlocked to achieve the strategic goal defined, a holistic approach of program's implementation is necessary as explained further below. This is also a justification why HRDN-SL solicits a long term assured funding scheme.

Thirdly, the results' chain is made in such a way that, there is a chronological flow between program's impact, outcomes, outputs and inputs. In this way, it is easy to plan and see the deliverance of results as well as ensure efficient management of funds.

The strategic approaches for implementing this program include:-

1. Devising a digitalized M&E system that links the secretariats with the networks across the country.
2. Ensure components of the M&E systems resonates with that of the networks.
3. Facilitate effective engagement with the public through the platforms and interventions strategies alluded to which include the media and empowerment of community actors to stimulate HRDs' movements in their respective vicinities.
4. Mobilization resources from different sources and delegating most of the activities or projects to member organizations.
5. Ensure a systematic process of implementing activities through adoption of operational guidelines and manuals.
6. When appropriate restructure the secretariat to match with the needs of all KRAs.
7. Ensure the recruitment of competent, qualified and experienced M&E specialists for HRDN-SL
8. Ensure the use of platforms, modalities and avenues to share and receive feedbacks on the activities implemented.
9. Define and institutionalize the use of checklist for ensuring compliance with all statutory obligations of the laws governing HRDN-SL

MAIN FEATURES OF M&E SYSTEM

The digitalized M&E system will be deduced from the logic framework attached has an annex. erewith. It will comprise of performance indicators at the impact level, outcome and for all outputs. There will also be a requirement to indicate types and sources of data to measure those indicators, frequency of the data collection and analysis as well responsibilities for data collection.

This system will also include tools and processes for monitoring and evaluating program implementation. The tools for M&E system will include prescribed templates for meeting reports; field reports; management reports; press releases; activity reports reports. The processes will include the following:

1. Meetings at partnership level exclusive the AGM
2. Management meetings at the main secretariat level.
3. Board meetings defined to take place quarterly for the year. c
4. Regular e-meetings with members especially through their respective zones or thematic groups.
5. Intermittent physical cross visitations among members
6. Staff appraisals at the main secretariat
7. Auditing of financial reports.
8. Midterm assessments.
9. Meetings with funding partners.

MONITORING FUNCTIONS AND STRUCTURES

The monitoring functions will be outlined at each level as follows: -

Board

The Board of HRDN-SL shall be responsible for the following:

- a) Supervising the implementation of this Plan and related interventions.
- b) Reviewing and approving annual plans and budgets.
- c) Providing overall leadership to the network and guidance to the management.
- d) Preparing for and executing both midterm and final external evaluations.
- e) Develop and approve HRDN-SL policies
- f) Support resource Mobilization

Secretariat Management Team

The Secretariat management team shall be responsible for the following:

- a) Reviewing tools for the M&E system.
- b) Preparing progress reports to the Board and funding partners.
- c) Documenting cases and lessons from the field.
- d) Facilitate annual retreats for self-reflection.

Monitoring and Evaluation Officers

The M&E Program Officers (shall be responsible for the following:

- a) Developing tools for the M&E system
- b) Establishing a comprehensive M&E system.
- c) Coordinating monitoring functions.
- d) Developing and supervising implementation of M&E system.
- e) Organizing monitoring visits and evaluation missions to members.
- f) Documenting and sharing results, success stories and learned lessons.

POTENTIAL RISK AND MITIGATING FACTORS

The challenges mentioned in Table 2.2 above could, some of them, be potential risks which if occurred, will affect this program's implementation. One of the most critical challenges is funding. The erratic inflationary trend, increases in the price of fuel and other global economic depression factors could have direct implications on the financing of this 2024 – 2028 program. Table 4.1 below highlights more information including possible mitigation strategies.

Table 4.1: Risks Analysis and Mitigation Strategies

Possible operational Risk	Probability & Intensity of Risk	Mitigation strategies or Measures
If there is an unstable political situation in the country	Low	- Develop a contingency plan to address the threats to security - program reviews to adapt to changing contexts
If repressive laws and regulations are not amended in favor of HRDs.	Medium	- Invest more in advocacy. - Maintain engagement strategies with relevant authorities. - Develop and maintain compliance plans
If needed, resources are not secured	Low	- Repackage our resource mobilization strategy, specifically on each category of sources of funds. - Prioritize activities that produce quick wins. - Develop Investment Strategy - Hire a dedicated resource Mobilization officer
If HRDs and other actors withdraw from advocating as a result of repressive practices by authorities and others.	Medium	Increase empowerment programs and protection strategies to HRDs and other actors.
If the repressive civic space and threats increase the network's staff turnover.	Medium	- Increase empowerment programs on risk assessment and security management. - Ensure office/ individual security including digital and physical.

Annex 1: Results Framework 2024 – 2028

Result Areas and Actions	Performance Indicators	Means of Verification	Risks and Assumptions
Overall Goal (Impact)	Impact indicators		
Contribute to a secured, widely inclusive and enabling operating environment for HRDs in Sierra Leone.	- Improved civic space in which HRDs are recognized and operate unhindered - Increase number of HRDs active and engaged in human rights promotion and protection - Adoption and promotion of HRDs' agenda on policy, legal, and institutional frameworks in line with international standards - Relevant impact indicators of the MTNDP - Relevant impact indicators of SDG 2030 - Relevant impact indicators of the national Human Rights Action Plan	- Amended laws/ regulations - Parliamentary scrutiny reports - Newspaper publications (cuttings) - Situation reports - Annual HRD progressive reports - HRD NGO/CSO human rights database - HRDs annual reports	- Political will - Undemocratic regimes - General elections - Existence of draconian laws - Media landscape - Global economic crisis - Global health pandemics
Outcome 1	Outcome Indicators		
Preventive protection and security management	- HRDs are promptly aided and protected from potential risks - HRDs and stakeholders proactively engage in protection and security management interventions - Issues pertaining to HRDs are incorporated and enforced through the relevant national policy, legal, and institutional frameworks - Pertinent issues about HRDs are addressed	- Amended laws - Parliamentary reports - Newspaper reports - Situation reports - Annual progressive reports - NGOs/ CSO human rights database and Reports - HRD annual reports	
Output 1.1	Output Indicators		
Emergency support mechanisms for HRDs enhanced	- Improved HRD capacity to mitigate risks, threats, and vulnerability - Decreased incidents of threats to HRDs - HRDs are resilient in managing their security - Empowered HRDs are assertive through legal aid services	- Annual situation reports - Annual progressive reports	- Political will - Availability of funding
Activities for output 1.1	Targets and milestones		

1.1.1. Conduct periodic risk assessment on factors attributing to threats and vulnerability of HRDs	- One (1) annual comprehensive assessment on HRDs risks and resilience - One (1) annual capacity needs assessment of HRDs on risks and resilience - Training manual developed on risk management and vulnerability of HRDs and reviewed annually - Training sessions for HRDs on risk management and vulnerability twice a year	- Activity reports - Developed/ reviewed document	
1.1.2. Capacity and resilient development on stakeholder/ general public on risks and resilient matters facing HRDs	- 600 individual HRDs trained on risks management and resilience strategies (annually) - 300 organizational HRDs are trained at institutional level (annually) - 600 law enforcers and other state machineries including Local Councils are capacitated on rights and duties of HRDs each year - Stakeholders and community members are empowered on rights and duties of HRDs through trainings, mass media, public meetings, dialogues (annually)	Activity reports; Events reports; Media records	Availability of funding for activities; Conducive working environments for HRDs
1.1.3. Establish accessible and timely legal aid services to needy HRDs	- Application for registration submitted to the Judicial Services Commission obtained every April - All requirements of the legal aid scheme by the Board are considered by April every year - Certificate of registration with Judicial Services Commission obtained by March each year.	Activity reports; Registration certificate; MoUs	Availability of funding; Conducive HDR working environment; Supportive legal environment
1.1.4. Legal services and legal aid schemes operationalized	- Legal portfolio established by March 2024 - A legal aid coordinator (lawyer) of a law firm engaged to start processing registrations) April 2024 - Legal aid guidelines for HRDs developed - 50 pro bono lawyers are oriented on legal aid services in perspective of HRDs May 2024 - 150 HRDs receive legal aid services per annum	Activity reports; Documents (guidelines); Operational legal aid portfolio;	Availability of funding; Conducive HDR working environment; Supportive legal environment

	- 2 Bi-annual reports on legal aid service provisions and issues for advocacy revealed prepared in June and December each year		
1.1.5. Pursuing strategic or public interest litigations to issues pertaining to HRDs	- At least four (4) public interest litigations are pursued per annum	Activity reports; Case filing documents;	Availability of funding; Conducive HDR working environment; Supportive legal environment
1.1.6. Design a funding modality for supporting HRDs	- Established special emergency fund for supporting HRDs in need by July 2024 - Developed a mechanism for fund management	Activity reports; Documents (funding framework)	Availability of funding; Conducive HDR working environment; Supportive legal environment
1.1.7. Establish a hub of HRDs at risk at national level – leveraging with the existing regional and international hubs	- a hub established for HRDs that leverage regional and international hubs identified by July 2024	Activity reports; Operational hub;	Availability of funding; Conducive HDR working environment; Supportive legal environment
1.1.8. Material assistance to HRDs including temporary locations and digital security	- at least 20 HRDs accorded evacuation/ temporal relocation support per annum - at least 20 HRDs supported with medical needs per annum - at least 10 HRDs, dependents, and survivors supported annually	Activity reports	Availability of funding; Conducive HDR working environment; Supportive legal environment
1.1.9. Supporting HRDs at risk with digital and physical security appliances (both home and office)	- Conduct annual audits for the HRDN-SL - Establish and operationalize a complete digital system (relevant app) by July 2024 - At least 300 HRDs are oriented on the use of the digital system annually - At least 100 HRDs are supported via the use of this application in each year	Activity report	Availability of funding; Conducive HDR working environment; Supportive legal environment
Output 1.2	Output Indicators		
Policy and legal frameworks amended in favour of HRDs	o Recommendations/ alternative bills shared with state authorities o Recommendations on proposed reforms adopted by state machinery o Provisions of some relevant laws amended	- Annual situation reports - Annual progressive reports - MoU's signed - Policy/ regulations reviewed	Political will Financial availability Supportive legal environment

	- o HRDs' recommendations on legal reforms are reflected in UPR and other international procedures - o Judicial procedures reflect human rights and constitutional mechanisms - o Number of MoU entered between HRDs and other state departments - o Criminal justice system including prison reviewed and improved		
Activities for output 1.2	Targets and milestones		
1.2.1 Analyze all relevant laws on freedom of expression, access to justice, juvenile justice, juvenile justice, freedom of assembly, press, association etc.	- 2 legal and policy analysts hired for 60 days by March 2024 - 500 legal/ policy briefs on recommended reforms published and disseminated by 2028 - At least 2 alternative bills submitted to the government annually	Activity reports Developed documents	Availability of funds; Conducive HRD working environment; Supportive legal environmental
1.2.2 Conduct strategic meetings with relevant state authorities	- 4 meetings with the Law Reform Commission annually - 4 meetings with Local government agencies annually - 4 meetings with the relevant standing committees of Parliament/ leadership of Parliament annually	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental
1.2.3. participating in regional and international human rights forums	- Attend at least 4 regional forums (African level) per annum - attend at least 4 international forums (UPR etc.) per annum - at least 4 shadow alternative reports to UN treaty monitoring bodies prepared and submitted - at least 3 complaints on human rights violations are submitted to regional and international human rights mechanisms annually	Activity reports; Submitted reports;	Availability of funds; Conducive HRD working environment; Supportive legal environmental
1.2.4. formation of law reviews thematic groups of local and international CSOs	- human rights thematic groups of CSOs formed by May 2024 - 6 meetings of thematic groups conducted	Activity reports; UPR reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental

	- 2 bi-annual and 1 progress reports on status of law review and UPR recommendations published		
1.2.5. Conduct media and other stakeholder's advocacy and legal review empowerment programs	- 52 media programs on human rights aired on both TV and radio (mainstream and online) per annum - at least 100 stories or news covered by print newspapers every year - 600 various stakeholders meet annually to deliberate on law reforms	Activity reports; Radio station logs; Newspaper clips	Availability of funds; Conducive HRD working environment; Supportive legal environmental
Output 1.3	Output Indicators		
Pertinent issues pertaining to HRDs are addressed (through comprehensive assessments, research and publications)	- o Various research on HRDs' conducted - o Fact finding mission on HRDs' issues carried out - o Issues Impacting HRDs operational space identified - o At least 20 publications on the state of HRDs published	- Activity reports - Publications	Availability of funds Conducive HRDs working environment Supportive legal environment
Activities for output 1.3	Targets and milestones		
1.3.1. Conduct research on situation of HRDs	- 2 research consultants hired for total 60 days per annum to conduct research on situation of HRDs - 1,000 copies of Annual Situation Report of the Rights of HRDs in Sierra Leone published and disseminated	Activity reports; Research publication documents	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
1.3.2. Conduct research on HRD thematic HRD areas	- 2 research consultants hired for total 60 days per annum to conduct research on all HRDs thematic areas - At least 2 concrete thematic areas on HRDs are researched on per annum - 1,000 copies of chosen thematic reports published and disseminated	Activity reports; Research publication documents	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
1.3.3. Conduct fact finding and other forms of monitoring or assessment missions	- at least 4 fact finding missions are conducted per annum - at least 4 other field related monitoring and evaluation interventions are conducted per annum	Activity reports;	Availability of funds; Conducive HRD working environment; Supportive legal environmental;

1.3.4. Issuing press statements, policy briefs and newsletters	- Around 10 press statements are issued per annum - around 6 policy briefs are issued per annum - 24 newsletters produced per annum	Activity reports; Policy briefs; Media reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Output 1.4	Output Indicators		
HRDs, stakeholders and communities are aware and empowered on preventive protection management and human rights	- o HRDs, stakeholders and communities have knowledge on preventive protection management skills - o HRDs, stakeholders and communities are able to identify potential risks on their security - o HRDs, stakeholders and communities take actions on protection and security management.	- Activity reports - Security management resolutions implementation reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Activities for output 1.4	Targets and milestones		
1.4.1. Conduct security needs assessment for HRDN-SL	- 2 consultants hired for 30 days to conduct a security needs assessment in all regions - 1 report on security needs assessment across the country - one validation session of the security needs assessment	Activity reports;	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
1.4.2. Develop a HRDN-SL's protection and security capacity building manual	- 1 consultant engaged to develop the protection security manual to suit the empowerment needs of HRDs by April 2024 - 50 copies printed and disseminated	- protection security manual	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
1.4.3. Conduct preventive protection and security management/ risk assessment training to HRDs	- 2 security management and risk assessment training consisting of 50 HRDs in every region per annum - 500 HRDs empowered on security management and risk assessment by 2028	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
1.4.4. Conduct preventive protection and security (digital and physical) management/ risk assessment training to other stakeholders	- 2 trainings involving 50 state's officials conducted annually - 10 trainings involving 200 secondary and college students conducted annually (through established Human rights clubs) - 4 trainings involving 500 journalists, CSOs, community members etc. conducted annually	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;

1.4.5. Conduct Human rights refresher trainings for judges and Magistrates	2 Trainings involving 20 judges and magistrates conducted annually	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
1.4.6. Conduct Human rights refresher trainings for Law enforcers	6 trainings involving 100 individuals conducted annually	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
1.4.7. Conduct refresher courses on human rights for advocates	- 2 trainings conducted annually involving 50 advocates	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
1.4.8. Conduct trainings for community HRDs/ CSOs on how to monitor, document and share human rights violations at community level	- 2 trainings conducted annually involving 50 HRDs	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
1.4.9. Train CSOs on accessing regional and international human rights mechanisms	14 trainings conducted for each of the 14 thematic groups involving 52 HRDs	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
1.4.10. Support CSOs to develop a joint human rights shadow report and UPR reports activity	- 14 thematic groups supported	Thematic group reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
1.4.11. Support the participation of CSOs at regional and international human rights mechanisms	- at least 14 CSO representatives supported annually	Meetings participation reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
1.4.12. Train CSOs on resource mobilization and management	- 2 trainings conducted for 100 members organizations/ HRDs annually	Activity reports	Availability of funds; Conducive HRD working environment;
Outcome 2	Outcome Indicators		

HRDN-SL and other stakeholders' capacities and resilience strengthened	• HDRN-SL coordination secretariat strengthened • A model HRDN-SL one-stop resource center for HRDs in place • HRDs are vibrant in their communities • Scope of HRDs operations widened at the community levels • Key relevant stakeholders engaged	• Newspaper cuttings • Situation reports • Annual	
Output 2.1	Output Indicators	•	
Membership portfolio within the HRDN-SL is improved	- o Systems and procedures of HRDN-SL in place - o Membership engagements in existence - o Installation of network members data base in place - o Budget allocation for membership support in place	- Established system for HRDN's coordination - Operational membership management portfolio database	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Activities for output 2.1	Targets and milestones		
2.1.1. Establish and operationalize systems and procedures of managing/ coordinating the network	- Mapping of institutional needs of the network (thematic areas) by May 2024 - Membership eligibility criteria for existing and new members codified and adopted by March 2024 - 1 membership database installed by March 2024 - Code of conduct or Standard Operating Procedures (SOPs) - Communications and automated feedback mechanisms between individual members developed and applied	Activity report; Operation system; Membership eligibility criteria	Availability of funds; Conducive HRD working environment; Supportive legal environment;
2.1.2. Facilitate the HRDN's thematic groups to operate effectively	- capacity need of each of the 14 thematic groups identified - members of thematic groups are trained according to their specific capacity gaps - codes of conduct or other forms of guidelines for operationalizing thematic groups formulated - thematic groups operationalizing their respective action plans	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environment;
2.1.3. Devise motivation strategies to enhance	- 1 membership satisfaction survey per annum	Activity reports	Availability of funds; Conducive HRD working

individual members' capacity and vibrancy	- 1 annual award event of the best individual/organizational HRDs organized annually - HRDs funding window is established and operationalized by December 2024 - HRDs social event (e.g. walk/ marathon) annually - at least 1 public Public Event on Human Rights Awareness raising with members (preferably on international human-rights day) is conducted per annum		environment; Supportive legal environmental;
2.1.4. Coordinate commemoration of human-rights day	- 1 HRD's day event attended by more than 500 persons annually	Activity report	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Output 2.2	Output Indicators		
District HRD networks are operational	- o District HRD hubs established and designated - o 22 District HRD coordinators appointed - o District HRD hubs are empowered - o District HRDs and human rights promotion scaled up	- Physical location of district hubs	Availability of funds; Conducive HRD working environment; Supportive legal environment;
Activities for output 2.2	Targets and milestones		
2.2.1. operationalize district hubs	- physical district coordinating hub by July 2024 - districts hubs supported with work-related tools - roll out Systems and procedures including policies, guidelines, etc through district hubs	Procurement reports	Availability of funds; Conducive HRD working environment; Supportive legal environment;
2.2.2. Offer technical and financial support to network members	- at least 1 physical visit to all district hubs in a year - 4 monitoring and technical visits conducted by the hubs in their respective districts - monthly virtual meetings (secretariat and hubs) are conducted in the year	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Output 2.3	Output Indicators		

A model HRDN-SL one-stop resource center for HRDs set up and functioning	- o Presence of functional resource center - o Improved access to resource center by HRDs - o Improved government relationship and constructive engagement	- Operational resource center	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Activities for output 2.3	Targets and milestones		
2.3.1. Design and establish the one-stop resource center for HRDs	- resource center development strategy formulated by May 2024 - funding, materials and equipment for establishing resource center by October 2024 - all systems and protocols of establishing resource center are observed - resource center operationalized	Activity reports Resource center in place	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
2.3.2. Operationalizing the model resource center	- furnishing and equipping the resource center as per development strategy - resource center operationalized as planned - November 2024	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Output 2.4	Output Indicators		
Issues pertaining to HRDs are addressed through various platforms including annual forums and other media platforms	- o Presence of media platform including TV and social media pages - o Media including community radio and traditional media are used	- Operational TV programs for Human rights education - TV and various social media platforms	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Activities for output 2.4	Targets and milestones		
2.4.1. improve and maintain HRDN human rights media and other digital platforms	- Human rights online TV maintained - establishment of Human rights radio - HRDN-SL Instagram page maintained - HRDN App and other outputs maintained - number of subscribers and followers of the HRDN media platforms - HRDN media studio is established - HRDN-SL website for its members established by March 2024 and maintained	Activity reports; Operational HRDN radio and its handles; Well-functioning HRDN-SL's	Availability of funds; Conducive HRD working environment; Supportive legal environmental;

2.4.2. Organizing media programs for members through mainstream, community radio and social media	- at least 50 HRDN's member organizations are facilitated to air their programs through different media outlets in the year - 100 TV programs involving HDRs and stakeholders aired per annum - 300 social media live streams involving HRDN members aired per annum	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Output 2.5	Output Indicators		
Issues pertaining HRDs are effectively and collectively addressed by HRDN members at community, national and international levels	- o Stakeholders are systematically engaged on HRDs issues at different levels - o Communities are aware of HRDs rights and needs	- Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Activities for output 2.5	Targets and milestones		
2.5.1. engage numerous stakeholders at national and international levels	- 1 thorough stakeholders' analysis conducted - stakeholders' engagement strategy document developed	Stakeholder strategy document	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
2.5.2. Ground HRDs' operation to the communities and other levels through HRDN media and other platforms	- at least 2% annual increase rate of new members enrolled in HRDN-SL - HRDN TV maintained - HRDN other media platforms maintained - HRDN-SL websites established - at least 150,000 community members reached through meetings, dialogues etc. organized by HRDs at the communities, districts, national or international - number of meetings organized by HRDN-SL	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
2.5.3. Establish and support HRDs clubs in higher learning institutions	- 10 college and 20 school HRDs' clubs established by September - HRD clubs oriented on Human rights and are functioning	Activity reports Operational HRD clubs	Availability of funds; Conducive HRD working environment; Supportive legal environmental;

2.5.4. Develop publicity materials on the role and importance of HRDs	- 1,000 fliers, brochures and other IEC materials published and disseminated each year	Activity reports IEC material printed	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
2.5.5. participating in various regional and international human rights forums	At least 10 individual HRDs representing their respective thematic groups attend regional and international forums per annum	Event reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
2.5.6. Organize dialogues and awareness sessions from communities to international levels. Commemoration of HRDs day	HRDs day commemorated yearly (involving 100 participants) Number of meeting sessions HRDs has attended at regional and international levels Community based dialogues with 1000 community-based members organized each year	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Outcome 3	Outcome Indicators		
Performance and sustainability of HRDN-SL enhanced	- Improved institutional performance of HRDN-SL's head office - Improved efficiency of HRDN - HRDN is fully operational and its performance enhanced - HRDN operates sustainably	- Annual reports - Financial strength and sustainable reports - Mid-term and end of year evaluation reports - Manpower retention capacity reports - Operational equipment reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Output 3.1	Output Indicators	•	
Internal operational mechanisms including policies of HRDN-SL head office are improved	- All internal policies in place - Institutional risk management and contingency framework in place	- All institutional policies	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Activities for output 3.1	Targets and milestones		
3.1.1. Review all HRDN-SL's institutional policies	- All institutional policies are reviewed by March 2024	Activity reports	Availability of funds; Conducive HRD working

			environment; Supportive legal environmental;
3.1.2. Adopt institutional risk management and contingency framework	- the institutional risk management framework adopted by March 2024 - the contingency plan against all forms of disaster e.g. epidemics and pandemics formulated by June 2024	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
3.1.3. develop HRDN's sub-grant policy along with human rights grant facility	- 1 consultant engaged to support the development of the policy - 1 policy developed and operationalized by February 2024 - coalition's institutional frameworks designed to accommodate sub grating mechanisms by May 2024	Operational policy engagement contract	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Output 3.2	Output Indicators	•	
HRDN's systems and operational mechanisms are established and operationalized	- o Implementation of presence of operational plan of 2 – 3 years - o Presence of all types of resources - o Presence of institutional guidelines and policies	- Operational plans - Operational policies and manuals	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Activities for output 3.2	Targets and milestones		
3.2.1. Recruit and maintain staff	- 1 executive director in place - 2 Program officers recruited - 6 administrative support staff including accounts officer, receptionists, drivers, office assistants etc.	Recruitment reports; Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
3.2.2. Rent and office space	- office space with at least six rooms, conference room and rented in an accessible location by March 2024	Procurement/ rent contract	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
3.2.3. procure office equipment including standby generator and live power back-up storage	- all relevant office furniture such as chairs, tables etc. procured by March 2024 - all relevant working tools including computers, printers, photo copiers, internet routers etc. procured by March 2024	Procurement reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;

	- 1 generator (10 KVA) and security system (CCTV) for an office installed by April 2024 - Power back up (UPS) for an office installed by April 2024		
3.2.4. Formulate all key operational policies	- all relevant policies on human resources, financial management, procurement, ICT, security etc. formulated and being implemented by May 2024 - risk management framework adopted by May 2024 - modern accounting system installed by May 2024	Operational policies; Operational risk management framework;	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Output 3.3	Output Indicators	•	
Institutional governance and oversight improved	- o The Board of HRDN-SL is more knowledgeable of managerial and operational issues - o The constitution of HRDN-SL and operational guideline s reviewed periodically as of 2028	- Activity reports - Updated constitutions and guidelines	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Activities for output 3.3	Targets and milestones		
3.3.1. train Board members on governance issues	- 4 training sessions based on capacity gaps organized by the Board - trend of performance of Board mandates	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
3.3.2. Develop/ improve Board charter and conflict of interest policy	- 1 Board charter developed/ revised for HRDN-SL - 1 conflict of interest policy developed by May 2024	Updated Board charter developed Conflict of interest policy	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
3.3.3. Revise/ amend the constitution of HRDN-SL to accommodate recent development	- constitution amended by July 2024	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
3.3.4. organize all statutory and other managerial or oversight meetings	- 4 Board meeting organized per annum - at least 12 management meetings conducted per annum - 6 meetings with development partners organized/ attended per annum - at least 4 meetings with regulatory authorities organized/ attended per annum	Board meeting reports; Management meeting report; Partners engagement reports;	Availability of funds; Conducive HRD working environment; Supportive legal environmental;

Output 3.4	Output Indicators	•	
Retention of human resource (quantities/ quality) is improved	- o Number of human resources increased - o Capacity building initiatives adopted - o Staff motivation strategies devised - o Staff capacity and performance improved	- Recruitment reports - Staff empowerment reports - Staff motivation strategies developed	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Activities for output 3.4	Targets and milestones		
3.4.1. Recruit staff and volunteers	- Number of staff recruited annually/ periodically on positions indicated in the human resource manual by 202 (at least 30% being females) - district representatives assigned - Human resources manual in place and updated annually - volunteering policy formulated by May 2024 - number of volunteers recruited annually	Recruitment reports; Updated operational manuals;	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
3.4.2. Train staff	- staff (in-service) training policy devised by July 2024 - comprehensive human resource capacity development plan formulated by 2024 - number of staff trained on various skills relevant to core functions of HRDN-SL – based on their capacity needs	Activity reports;	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
3.4.3. Devise and implement motivation strategies	- salary scheme reviewed from time to time - annual staff retreat organized annually - staff welfare arrangements in place	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Output 3.5	Output Indicators	•	
Sufficient facilities including office spaces and vehicles are increased	- o Central office space - o Construction of human rights office in Freetown - o Other facilities as per current needs	- Activities report	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Activities for output 3.5	Targets and milestones		

3.5.1. procure for office building	- 1 office space building with at least 15 rooms, conference and resource center constructed (by 2028) - 1 model resource center -	Activities reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
3.5.2. procure equipment for new office building	- Number of computers procured for new head office. - Number of printers procured periodically - Number of photocopiers procured - Number of vehicles procured - Number of other working tools procured - Internet infrastructure/ services installed for new building.	Procurement report	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
3.5.3. Installing security system	- security systems (physical and electronic installed in new human rights building - security systems (physical and electronic installed in senior staff residences (depending on the risk and security challenges)	Procurement reports; Activity reports;	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
3.5.4. Establish ICT unit	- 2 qualified staff (Full Stack Developer and System Administrator) - ICT unit portfolio is established - develop ICT unit policies and infrastructure for HRD-SL and stakeholders - develop different digitalized software and applications for HRDN-SL as per requirements - ensure smooth proceeding of organization and research activities and offer services using the latest advances in information technology	Recruitment reports Development documents (policies/ guidelines)	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Output 3.6	Output Indicators	●	
Sustainability and succession strategies are devised and being implemented by HRDN-SL secretariat	- o Presence of succession plan - o Presence of resource mobilization strategy - o Presence of contingency/ risk strategy	- Operational succession plan - Operational Resource Mobilization strategy	
Activities for output 3.6	Targets and milestones		
3.6.1. develop and implement succession plan/ strategy	- 1 consultant hired for 45 days to develop the succession plan/ strategy of HRDN-SL	Activity reports	Availability of funds; Conducive HRD working

	- staff oriented on the succession plan/ strategy annually		environment; Supportive legal environmental;
3.6.2. Update/ revise and use resource mobilization strategy	- 1 consultant hired for 45 days to update the resource mobilization strategy of HRDN-SL - 1 consultant is hired to execute the strategy for at least 1 year (to guide mobilization of all needed resources for this SP by at least 50%) - staff oriented on implementation of resource mobilization strategy	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
3.6.3. Devise institutional contingency strategy/ risk management framework	- 1 consultant hired for 30 days to develop the contingency or risk management framework of HRDN-SL - staff oriented on the plan/ strategy annually	Activity reports	Availability of funds; Conducive HRD working environment; Supportive legal environmental;
Output 3.7	Output Indicators	•	
HRDs endowment funding facility established and operationalized	o Presence of the endowment funding facility for HRDN-SL o Presence of a sub-granting policy	- Funding facility in place - Sub grating policy in place	
Activities for output 3.7	Targets and milestones		
3.7.1. Design and register HRD funding facility	- 1 consultant hired for 60 days to research, design the HRDs' funding facility - the HRDs' funding facility is registered	Activity reports Operational funding facility reports	Availability of funds; Conducive HRD working environment; Supportive legal environment;
3.7.2. operationalize the HRD funding facility/ sub-granting	- 1 consultant is retained for at least 1 year to operationalize the funds and secure at least 75% of the expected funding - Number of HRDs benefited from this funding scheme annually	Operational HRD funding strategy; Supported HRD reports;	Availability of funds; Conducive HRD working environment; Supportive legal environment;

