# Enhancing the safety and capacity of HRDs in the region for greater resilience and effective fulfillment of their mandates

## Strategy

2021-2025

DEFENDDEFENDERS

East and Horn of Africa Human Rights Defenders Project

# DefendDefenders' Strategy 2021-2025

Published October 2020
Cover Picture by: Lana Haroun https://en.wikipedia.org/wiki/Alaa_Salah

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# List of acronyms and abbreviations

| | |
|---|---|
| ACHPR | African Charter on Human and Peoples' Rights |
| AU | African Union |
| BoD | Board of Directors |
| CSO | Civil Society Organization |
| COVID | Corona Virus Disease |
| ECOSOC | Economic and Social Council |
| EHAHRD-Net | East and Horn of Africa Human Rights Defenders Network |
| EHA | East and Horn of Africa |
| HDI | Human Development Index |
| HRD | Human Rights Defender |
| ICT | Information and Communication technology |
| M&E | Monitoring and Evaluation |
| MOV | Means of Verification |
| NGO | Non-Governmental Organization |
| OHCHR | Office of the High Commissioner for Human Rights |
| SOGI | Sexual Orientation and Gender Identity |
| ToC | Theory of Change |
| UNHRC | United Nations Human Rights Council |

# Foreword

***DefendDefenders will responsively position itself to better serve the needs of HRDs and enhance their resilience, safety and well-being to enable them continue delivering their mandate***

The DefendDefenders Strategy 2021-2025 has been developed through a process that included a review of theorganizations identity; philosophy and theory of change; strategic focus areas, organizational roles; corresponding goals, interventions, and approaches. The strategy builds on the previous work done by DefendDefenders to deepen and consolidate its mandate in supporting and responding to Human rights Defenders (HRDs) at risk, by reducing their vulnerability to persecution and enhancing their capacity to effectively protect human rights. The strategy is a guide for DefendDefenders operations in the East and Horn of Africa as well as AfricanDefenders, at the Africa region level.DefendDefenders has over the years offered platforms for championing the safety, security, and wellbeing of HRDs, knowledge sharing, and opinion shaping with a niche on protection of HRDs using capacity development, advocacy, knowledge management, and networking tactics

DefendDefenders recognizes the need for regular strategic (re)positioning to enable better alignment within a shifting external environment. This Strategy outlines DefendDefenders strategic direction for the period 2021–2025. The strategy is the outcome of a collaborative process that entailed thorough analysis, consultations, and reflections between DefendDefenders and HRDs, National HRD Coalitions, partners, peers, and various other stakeholders. The Strategy has been affiliated to applicable global and regional protocols and development priorities. It is considered to be a broad framework document that sets comprehensive parameters to our programs and operations over the next five-year period.

The Strategy is anchored on four key pillars. These are: Protection Support for HRDs, Advocacy and Research, Capacity Development, and Institutional Development. Four overarching strategies partnerships development, knowledge management, capacity strengthening and harnessing Information and Communications Technology (ICT have been adopted), while gender equality will be integrated across all our focus areas and or interventions.

DefendDefenders will further its present commitment towards a collaborative approach with key stakeholders. We will thus pursue a system orientation, in which we will work with multiple actors operating at various levels including individual HRDs, their organisations, women HRD coalitions, national coalitions and sub-regional networks. We will deliberately work with and through partnerships including collaborating with non-traditional allies like the private sector.

We are grateful to the process facilitators, Board, management and staff of DefendDefenders and other key stakeholders who participated in shaping this Strategy and providing feedback. We are equally grateful to our constituents, partners, peers, and other stakeholders who have and continue to support our cause and its actualization. We call upon these stakeholders to join hands with us as we venture into this exciting, ambitious and yet, equally challenging phase of our journey.

Cognizant of the agile context, DefendDefenders will responsively position itself to better serve the needs of HRDs and enhance their resilience, safety and well-being to enable them continue delivering their mandate. We shall strengthen our fundraising and manage relations with funding partners who graciously supported the development of this Strategy. We believe that with your confidence and support, we shall attain our goals, and make meaningful difference in the security, capacity, and wellbeing of HRDs, as well as the effectiveness of their work.

**Mr. Hassan Shire**
Executive Director

**Ms. Sophie Kyagulanyi**
Chairperson, Board of Directors

# 1. About

DEFENDDEFENDERS

# 1.1 DefendDefenders At A Glance

DefendDefenders was established in 2005 as the East and Horn of Africa Human Rights Defenders Project and registered as a foreign Non-Governmental Organisation (NGO) in Uganda. DefendDefenders exists to strengthen the work of Human Rights Defenders in the sub-region by reducing their vulnerability to the risk of persecution and by enhancing their capacity to effectively defend human rights.

The core mandate of DefendDefenders is to promote the safety, security, and wellbeing of HRDs. To achieve this, DefendDefenders' work has to date focused on protection and security management, capacity building, technology development, as well as advocacy, research, and communications.DefendDefenders establishes and supports national coalitions of HRDs in various countries through which HRDs can come together and claim their rights at the national level.

DefendDefenders serves as the Secretariat of the East and Horn of Africa Human Rights Defenders Network (EHAHRD-Net) representing thousands of HRDs and their organisations. DefendDefenders draws its membership from Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia (together with Somaliland), South Sudan, Sudan, Tanzania, and Uganda.

The Network also serves as the secretariat for AfricanDefenders (Pan-African Human Rights Defenders Network.) Further, DefendDefenders holds a consultative status with the UN Economic and Social Council (ECOSOC) as well as observer status with the African Commission on Human and Peoples' Rights.

## 1.2 Organisational Identity

# Vision

A region in which the human rights of every individual as stipulated in the Universal Declaration of Human Rights are respected and upheld.

# Mission

To enhance the safety and capacities of HRDs in the region for greater resilience and effective fulfilment of their mandates.

# Organisational Values.

We are individually and collectively guided by the following ideals

### Integrity

We are dedicated to the highest standards of honesty, transparency, and diligence.

### Solidarity and inclusion

We passionately stand with and promote the safety and wellbeing of HRDs.
We champion gender equality and social justice by supporting women and other HRDs to catalyse change.

### Excellence:

We commit to the highest degree of professionalism and ethicalconduct in all we do.

### Confidentiality:

We handle confidential information with utmost care and discretion, applying the 'do no harm' principle in all circumstances.

### Respect:

We fervently champion respect for fundamental human rights and diversity in humanity.

# The Philosophy of Our Work

DefendDefenders believes that universal respect of human rights can be achieved. We acknowledge that HRDs play a critical role in promoting and upholding human rights and building a just society.We are, however, conscious that threats to the safety, security, freedoms, and wellbeing of HRDs, deliberate attempts to delegitimise their work, as well as constraints around resources and capacities hamper the work of HRDs. These circumstances call for solidarity with, and support to such HRDs, especially given that their own rights are violated in such circumstances.

We therefore invest our resources and capabilities towards protecting HRDs, in addition to amplifying their voices, promoting their wellbeing, and building their resilience and capacities to ensuregreater effectiveness and sustainability. All our undertakings are guided by universal human rights principles and protocols.

# 1.3 The Strategic Planning Process and Rationale

The strategy *Enhancing the safety and capacities of HRDs in the region for greater resilience and effective fulfillment of their mandates* is an outcome of a co-creation process entailing a series of strategic reviews, reflection meetings and consultations with various DefendDefenders stakeholders. The strategy development was motivated by a desire for greater relevance and increased institutional effectiveness.The strategy seeks to build on DefendDefenders's track record, while addressing emerging challenges.The strategic plan forms the foundational basis for DefendDefenders' programming and operations over the 5-year strategy period.

The strategy development process kicked off with entry consultations between DefendDefenders and the facilitating consultants. Several strategic planning meetings and consultations were held with staff. It is noteworthy that the strategic planning process was preceded by an internal evaluation of DefendDefenders' strategic plan 2016-2020. The evaluation findings were discussed at one of the strategy development reflection meetings to distill key lessons that will inform our future strategic direction and practice.

Consultations were also held with various stakeholders through in-depth interviews and online surveys. Consulted actors included DefendDefenders' board members, funding and other collaborating partners, sampled HRDs, and HRD coalitions and sub-regional networks.The various consultations and analyses provided opportunities for self-reflection and learning, besides enabling further refinement of DefendDefenders' organisational identity, mandate, and focus.

The outcomes of these reflections and analyses were used as inputs to develop the draft strategic plan.The draft strategy was subsequently shared with DefendDefenders for review and feedback. These inputs were used to improve the first draft, which was then subjected to a rigorous validation process. The final strategic plan was then presented to the DefendDefenders Board of Directors for formal approval before being formally launched.

# 2. Strategic Analysis:
## Context Review And Reflections

This section provides an overview of the situation in the East and Horn of Africa sub-region that has partly informed the strategic choices in this plan. Cognizant that these contexts may shift with time, DefendDefenders will adjust the strategy if the context so demands, while remaining true to its mission.- Further up-to-date context information is available on our website.

www.defenddefenders.org

### 2.1 Overview of Regional Human Rights and Governance Context

#### 2.1.1 Political and Governance Contexts.

There have been notable improvements in various aspects of governance across a number of African-countries in line with the African Union (AU) Agenda 2063, albeit irregular[1]. Yet, the East and Horn of Africa (EHA) sub-region scores modestly compared to the rest of the continent. Specifically, a number of governments continue to use violence, legal pressure, and political suppression to eliminate opposition and restrict fundamental rights.

The EHA sub-region has registered a rise in abuses of and attacks on freedom of expression and information. This includes the development and use of restrictive laws to crack down on operations of civil society organisations (CSOs), stifling political dissent, and undermining judicial independence. To exemplify, Ethiopia, Kenya, Tanzania and Uganda developed a raft of CSO, public order, and counter terrorism laws that have been used to criminalise the work of HRDs and or harass governance NGOs[2].

1.https://www.tralac.org/documents/resources/africa/2363-2018-ibrahim-index-of-african-governance-index-report/file.html
2. https://freedomhouse.org/article/5-governance-challenges-africa

The noted restrictions on civic space have equally forced a growing number of HRDs to flee to neighbouring countries due to security threats such as detention, torture or death threats[3]. Kenya, Uganda, and Rwanda hold the highest number of exiled HRDs. In exile, HRDs struggle with economic and social integration and have difficulties continuing their work. HRDs highlighting election-related human rights violations face persection in Kenya[4], and Uganda[5]. In South Sudan, human rights violations such as violence, enforced disappearances, and threaths to HRDs remain without punity[6].

Corruption remains rampant in the entire sub-region. There is an extreme power imbalance when it comes to natural resources, putting HRDs in this field at particular risk. A 2018 Frontline Defenders study found out that 77% of activists killed globally were defending natural resources – activism in extractive industries or state-aligned mega-projects is particularly deadly[7].

More recently, COVID-19 measures have led to temporary restrictions of rights such as freedom of movement and peaceful assembly. These restrictions have had a large impact on DefendDefenders' work, demanding new ways to conduct our work. There is a need for continued monitoring to ensure that such restrictions are strictly necessary, temporary, lawful, non-discriminatory, and that human rights are fulfilled, protected, and respected in the process.

3 https://defenddefenders.org/exiled-limbo-support-mechanisms-human-rights-defenders-exile-kenya-uganda-rwanda/
4 Defenders Coalition – Kenya. 2018. Election Monitoring Report on Situation of HRDs& Journalists in the 2017 Elections
5 https://www.voanews.com/africa/study-many-uganda-voters-fear-violence-next-elections
6 DefendDefenders, 2020. South Sudan: Ongoing Grave Violations, Volatile Security Situation
7 https://www.business-humanrights.org/en/front-line-defenders-new-global-analysis-shows-77-of-attacks-connected-to-defense-of-land-environment-indigenous-rights

## 2.1.2 Rule of Law, Justice and Human Rights Context.

The outcomes of these reflections and analyses were used as inputs to develop the draft strategic plan.The draft strategy was subsequently shared with DefendDefenders for review and feedback. These inputs were used to improve the first draft, which was then subjected to a rigorous validation process. The final strategic plan was then presented to the DefendDefenders Board of Directors for formal approval before being formally launched.

Serious human rights violations and abuses are of grave concern in several EHA countries. Legitimate civilian dissent through peaceful demonstrations and free expression of HRDs and media are restricted, in total disregard to governments' obligations under the African Charter on Human and Peoples' Rights (ACHPR)[8].

Djibouti and Eritrea are ruled by extremely repressive regimes, making it impossible for independent HRDs to operate freely. Ethiopia facesrising ethnic tensions and security breakdowns. South Sudan, Sudan, and Somalia/ Somaliland respectively continue to experience insecurity and human rights abuses, limiting the human rights scene to flourish[9]. Rwanda, Tanzania and Uganda have limited space for dissent, with accusations of harassment of critics and political opponents, while Kenya has seen rising cases of extrajudicial killings, forced evictions, enforced disappearances and limitations on freedom of expression and association[10].

The worldwide resurgence of populism and authoritarian nationalisms worsens the regional human rights situation and undermines the rule of law. Pre-existing challenges, such as inaccessible legal systems, judicial corruption, and weak coordination between justice service provides, are exacerbated. Burundi, Eritrea, Djibouti, South Sudan, Sudan, and Somalia are the most affected countries[11].

Most EHA countries lack adequate legislative and judicial independence and independent national human rights institutions are generally under resourced. A culture of impunity and political patronage, unwillingness to prosecute powerful individuals,and unaccountable leadership aggravate the situation.

Restrictive legislation, disproportionate penalties for non-compliance with regulatory frameworks, and limitations on civic organising and freedoms of expressions are all signs of a shrinking civic space. In Burundi, Ethiopia, Kenya, Sudan, and Uganda numerous protestors are detained, intimidated, harassed,brutalised or killedby security forces. Tanzania has adopted laws that restrict citizen, HRDs', journalists', bloggers', and other independent voices' legitimate exercise of fundamental freedoms. Surveillance of HRDs and activists have become prevalent, increasing their risk and danger.

8 https://africandefenders.org/achpr63-joint-statement-on-the-human-rights-situation-in-africa/
9 https://defenddefenders.org/wp-content/uploads/2019/10/ACHPR-65_Bi-Annual-report.pdf
10 https://defenddefenders.org/country/kenya/
11 https://freedomhouse.org/sites/default/files/Feb2019_FH_FITW_2019_Report_ForWeb-compressed.pdf/
12 https://www.protecting-defenders.org/sites/protecting-defenders.org/files/UNSR%20HRDs-%20World%20report%202018.pdf
13 https://defenddefenders.org/spreading-fear-asserting-control-tanzanias-assault-on-civic-space/

# 2.1.3 Safety, Security, Capacity and Wellbeing of HRDs.

HRDs standing up for their rights across the sub-region continue to be subjects of human rights violations. Common restrictions on HRDs' rights include banning or restricting their activities, illegal arrests and bogus charges, loss of livelihood sources, criminalisation, stigmatisation, surveillance, harassment, intimidation, detentions, incommunicado detention, torture, enforced disappearances, and extra-judicial killings[14].

HRDs working on natural resources or sexual orientation and gender identity (SOGI) rights are most targeted, because of exploitative capitalism and growing religious and cultural conservatism. Female HRDs are especially prone to sexual violence, defamation, and discrimination due to their actual or perceived sexual orientation or gender identity. Moreover, WHRDs face additional psychological burdens linked to often being primary caregivers. HRDs working on land rights, indigenous peoples, and environmental rights are often confronted with immense power imbalances, increasing the challenges they face[15].

There is growing recognition that HRDs lack the capacity to protect themselves, undertake advocacy, and effectively carry out their daily work. To exemplify, most HRDs have limited knowledge of national laws on protection and related conventions[16]. This makes them vulnerable arrests and other forms of abuse by law enforcement agencies. Concerns about issues of care, collective wellbeing, and socio-economic resilience of HRDs are increasing.

The key capacity challenges HRDs face include inadequate organising and collective approaches, inadequate access to livelihood opportunities, hostile work environments, as well as a tendency in advocacy only focus on present challenges without addressing the underlying systemic issues. Minority, grassroots-based, and budding HRDs often struggle with inclusion into mainstream organising. Local NGOs and individual HRDs often lack needed resources for their work, due to, among other things, requirements imposed by donors.

14 https://www.amnesty.org/en/countries/africa/report-africa/
15 https://www.frontlinedefenders.org/sites/default/files/2019-2022_strategic_plan.pdf
16 http://www.knchr.org/Our-Work/Human-Rights-Defenders/Training-of-Human-Rights-Defenders

# Safety, Security, Capacity and Wellbeing of HRDs.

**While advances in ICT infrastructure have great potential for expanding programme reach, the same can equally be used for surveillance of HRD, further compromising their security. In Kenya, surveillance technology has significantly undermined data security and security of HRDs.**

**Addressing these challenges require political consciousness-raising and empowerment, supporting constituency building, developing strategic partnerships, and ensuring support and solidarity around collective strategies. Enhancing HRDs' understanding of, and engagement with issues that directly affect them, and availing resources to amplify their voices is central to enabling them to effectively discharge their mandates.**

# 2.2 SWOT Analysis

STRENGTHS

1. Good presence in regional and international human rights spaces
2. Strong relations, trust, and communication with Stakeholders
3. Experienced, charismatic, and committed leadership
4. Key institutional systems, policies & structures in place & use
5. Passionate, proactive, responsive, and knowledgeable staff
6. Great teamwork, synergy & open work environment
7. A multi-lingual and multi-cultural team

AREAS OF ATTENTION

1. Management of HRD Expectations
2. Implementation of resolutions and recommendations by regional and international bodies
3. Undocumented engagement strategy with other sub regional bodies
4. Potential to further diversify resource base beyond traditional funders
5. Room for greater focus on surfacing and reporting outcome/ impact level results
6. Need to refine communication and media strategy and increase visibility and profiling.
7. Underrepresentation of WHRDs in the HRDs emergency fund
8. Need to secure own home as a sustainability strategy

SWOT

OPPORTUNITIES

1. Presence in key spaces for influencing policy and practice
2. Growing demand for HRDs services within countries
3. Increasing demand for capacity development & knowledge products
4. Existence of supportive legal, policy & institutional instruments in most countries
5. Collaborations with others to assure holistic seamless support to HRDs/ other clients
6. Greater potential to use ICT for innovative programming
7. Potential to deepen cooperation with the UN & (independent) national human rights institutions
8. Ability to secure funds for own home

1. Continued threats and violations of the rights of HRDs, including feminists and SOGI movements.
2. Growth in populist, conservatist and right-wing politics
3. Increasingly closing and shifting civic space
4. Conflicts, instability or wars in a number of focus countries
5. Weak enforcement of existing regulatory & institutional frameworks
6. Increasing competition for reducing governance funding
7. Threats of pandemics like COVID 19

THREATS

# 2.3 Lessons Learnt and Critical Success Factors.

**A conducive operating environment is needed for effective development:** we will invest in addressing structural barriers to social justice found in formal regulations, institutions, social norms and individual or collective capacity constraints. DefendDefenders has definded one of its goals as 'strengthening policy influence and advocacy engagements'.

**Innovation and good programming require quality data:** DefendDefenders will further strengthen its knowledge management capacity including research, communications, learning, monitoring, and evaluation

**A good positioning between facilitation and direct implementation is needed:** DefendDefenders will thus mainly work WITH and/or THROUGH national coalitions, sub regional networks, and other complementary actors. Partnerships and collaboration are defined as a core approach.

**Empowerment is key:** with the right capacity, HRDs can play significant roles in bringing about socio-political change. There is a need to target WHRDs specifically in DefendDefenders' programme activities, to avoid underpresentation. We will continue to dedicate adequate resources towards expanding WHRDs' capacities and will specifically reach out to WHRDs to enable them to better realise their mandates.

Sustainability will become more critical: given the changing funding policies and priorities, DefendDefenders will review and implement strategies to further diversify and stabilise its institutional resources. DefendDefenders will also secure its own home, the Human Rghts Defenders House.

# 3.0. Our Response:
# Strategic Direction, Priorities& Goals

## 3.1 Analysis of Strategic Options.

The information from the context and internal assessment provided pointers to the priority areas of investment for DefendDefenders' 2021-2025 strategic period. These areas are in line with our core mandate of promoting the safety, security, and wellbeing of HRDs. The identified most affected and most at risk HRDs are those working on:

- business, extractive industries, and natural resources;
- groups working on issues of sexual orientation and gender identity;
- journalists and bloggers fighting toend impunity and corruption;
- groups working on transparency and accountability;
- those working on elections monitoring;
- those working in active conflict areas; and
- women HRDs, especially those working on ending harmful practices like child marriages, female
- genital mutilations etc.

In the next strategic period (2021-2025), DefendDefenders will focus on the following strategic/programme areas: Protection and Security Management, Advocacy and policy influencing, and capacity building for HRDs. Additionally, organisational strengthening will continue to be a facilitating pillar.

Our programme areas are informed by our the organisation's mission, the Kampala Declaration of Human Rights Defenders adopted on 23 April 2009 at the Johannesburg +10 All Africa Human Rights Defenders Conference in Kampala, research findings, and key international instruments such as the African Union Agenda 2063 (specifically Aspiration 3&4). An Africa of good governance, democracy, respect for human rights, justice and the rule of lawand The African Charter on Human and Peoples'Rights (also known as the Banjul Charter)[18].

[18]is a regional human rights instrument that is intended to promote and protect human rights and basic freedoms in the African continent

Our choices are aligned to and seek to contribute towards realising the targets under the 2015 Sustainable Development Goals linked to social-economic rights in respect to a world of universal respect for human rights and dignity, the rule of law, justice, equality, non-discrimination, race, ethnicity and cultural diversity, and of equal opportinity pertaining the full realisation of human potential and contributing to share prosperity.

From the context/landscape assessment, it is evident that there is an increase in security risks and threats faced by HRDs in the East and Horn of Africa sub-region. These emanate from both state and non-state actors. The threats and risks have claimed lives, forcing other HRDs to scale down operations for their survival – a bad precedence on the human rights terrain. Those that opt to continue often face security threats against them and their immediate families. There is a need for enhancing the availability, access, and utilisation of emergency and medium-term protection services for HRDs at risk that DefendDefenders will focus on.

DefendDefenders has prioritised strengthening advocacy and policy engagements at the United Nations Human Rights Council (UNHRC), African Union, sub-regional and national level to improve HRD safety. Data from the assessment shows that there is an improvement in political governance and management systems across Africa. Unfortunately, this is not the case for most countries in the East

and Horn of Africa sub-region. Political space is decreasing due to increasingly restrictive legal regimes that target HRDs' civil, economic, social, and political rights. In Burundi, Rwanda, South Sudan, and Tanzania HRDs have limited space and insecure environments to conduct their work. HRDs are targeted using all forms of austere laws, especially those working on corruption, electoral reform, and civil liberties. Space in which HRDs can engage is shifting and shrinking. The presence of other stakeholders and spaces such as the ACPHR, AU, OHCHR officials, and UNHRC can be harnessed for greater advocacy and policy reform. Advocacy focusing on policy implementation, reform and formulation will be pursued in the pursuit of a conducive working environment for HRDs.

In the upcoming strategic period 2021-2025, DefendDefenders shall work towards improving the capacity of sub-regional networks, national coalitions, organisations and individuals HRDs, so they can work effectively, and respond to and mitigate imminent risks and threats faced. Central to this objective is the appreciation that the limited capacity of the individual HRDs to self-protect (physically or digitally) is partly the reason there is a marked increase in threats and security risks. Until recently, there have been no mechanisms or platforms bringing together HRDs to share lessons, mobilise, and provide a united voice. Having facilitated and mobilised the formation of national coalitions, it is now important to focus on their capacity to mobilise, coordinate, build capacity, and provide the first line of emergency response to HRDs as and when needed. The same applies to sub-regional networks. Many sub-regional networks lack the necessary capacity to be,capacity to do, and capacity to relate. Therefore, DefendDefenders undertakes to focus on building these networks' capacity so that they are able to mobilise and amplify the efforts and capacity of the various HRDs at different levels.

During the internal assessment, it became clear that DefendDefenders had tremendously improved on its internal capacity to meet the needs of various stakeholders, thus, we will continue to prioritise organisation strengthening. We have a governing body in place and fully involved in providing oversight, direction, and guidance to the management team, headed by the Executive Director. There is an expressed need to further strengthen aspects of evaluation and learning processes for the Board of

Directors (BoD). In recent years, our technical and administrative staff has more than doubled from 18 employees to close to 40 fulltime staff in less than three years. This calls for a fully-fledged human resources office. We have a fully operational finance department with the required financial management systems, policies and guidelines. The finance team is competent with requisite skills to manage donor funds

DefendDefenders has a diversified funding mix comprised of different donors, but COVID-19 and the related disruptions to business and income sources, especially in our donor countries, clarified the need for increased mobilising efforts. Particularly, we want to focus on non-traditional sources, e.g. from the private sector. Going forward, DefendDefedners has to focus on building financial and institutional sustainability by building a strong strategic reserve fund and fundraise to acquire a permanent home that will work as a hub for African HRDs

DefendDefenders is aware ofthe early impacts of the COVID-19 pandemic towards HRD programmes and will continue to undertake more focused learning in order to proactively respond to the consequences and long-term effects. Overall the M&E function is working well,but there is room for improvement regarding the measurement of programme implementation and quality assurance to achieve results. There is a felt need to strengthen compliance to internal systems and policies[19], and risk management at a strategic and operational level. DefendDefenders continues to enjoy a good visibility amongst different stakeholders, especially with government and the diplomatic community. Through profiling without logos, DefendDefenders has successfully managed to gain visibility as a key player in the HRD sector at the national, sub-regional, regional, and international level. This must not only be maintained, but also scaled-up in order to increase our influence and credibility. The change envisionedby DefendDefenders is guided by a theory of change.

19KII with Partners.

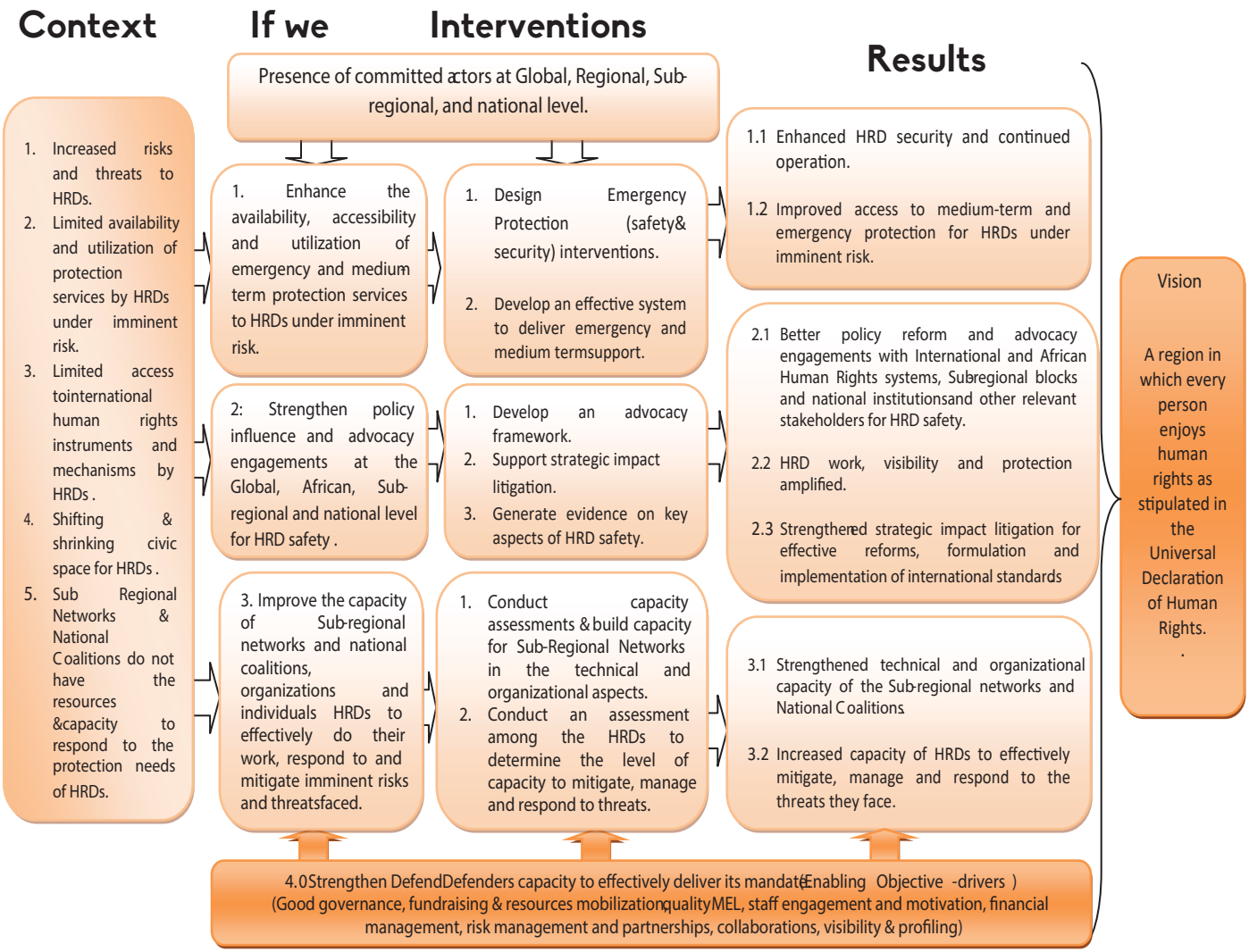
## 3.2 Theory of Change (ToC)

DefendDefenders' theory of change constitutes an elaborate explanation that underpins how we envisage change, in terms of results, as an organisation. At DefendDefenders, we believe that the universal respect of human rights can be achieved. HRDs are central to effecting this change. Protecting HRDs and building their resilience and capacity is core. DefendDefenders anticipates that change will be realised if we continue to support protection mechanisms, enhance the capacity of HRDs, and amplify their voices and profiles. This is based on an analysis of the critical underlying contradictions that limit or make it difficult to achieve lasting changes in the safety and security of HRDs and their working environments. These underlying contradictions are found at the individual HRD level, national coalition level, and sub-regional level.

At the individual level, HRDs (including women, disabled and minority groups) face imminent risks and threats compounded by limited skills and knowledge in safety and security management, as well as inadequate and disproportionate access to different protection tools, mechanisms, and services. The planning for interventions will entail deliberate actions that enhance gender equality with special considerations for female HRDs. At the sub-regional and national coalition level, there are gaps in the capacity to do, capacity to be, and capacity to relate. Encompassed under this dimension is the ability to mobilise HRDs and other actors to work together and merge lone and divided voices into more unified and stronger voices to achieve effective advocacy and policy changes. At a legal and policy level, there is a marked increase in the restrictive legal regime characterised by harsh legislation in different countries, targeting HRDs, individuals, and organisations supporting or executing HRD work. DefendDefenders is aware that most of the countries in the region suffer from democracy deficits including shrinking and shifting civic spaces.

DefendDefenders believes, that safety and security of HRDs can be attained when their capacity and that of their organisations is built. It also believes that strengthening access to protection services builds the resilience of HRDs to recover and continue engaging in their work. DefendDefenders understands that building institutional capacity of sub-regional and national coalitions, to provide effective protection services to HRDs and engaging in evidence-based advocacy, will contribute to change. DefendDefenders will work with and through the different national human rights insitutions to deliver on the different programme result areas. To advance change, DefendDefenders believes that supporting strategic impact litigation, improving access to medium-term protection and emergency protection services for HRDs under imminent risk, improving advocacy and policy engagements with international and African human rights systems, sub-regional economic blocks, national human rights institutions, and other relevant stakeholders will contribute towards the safety and security of HRDs and enable them to continue doing their work effectively.

# Graphic Illustration of the theory of change



# 3.3 Programme Areas

## 3.3.1 Protection & Security Management Programme

The protection and security management programme aims to increase the safety and security of HRDs, whether they face threats and imminent risk due to their human rights work or due to limited skills and knowledge in the area of safety and security. Provision, access, and utilisation of medium-term and emergency protection for HRDs are prioritised, with the ultimate objective of minimising threats to secure a safe working environment. WHRDs, environmental HRDs, disabled HRDs, and those working on minority rights particularly suffer threats. Most of the countries in the sub-region suffer from democracy deficits characterised by political and civil strife. HRDs promoting social justice and human rights are most at risk of threats by both state and non-state actors, because they are perceived to challenge their grip on power and the status quo. DefendDefenders will support and enhance the protection of HRDs from the likely harm extended to their lives and their immediate families. This includes providing psychosocial and wellbeing support. The programme will also address the knowledge gaps regarding international human rights instruments and mechanisms as well as crisis management. This will also involve aspects of well-being and resilience for HRDs

### Programme Objective - 1

Enhance the availability, accessibility, and utilisation of emergency and medium-term protection services to HRDs at risk.

## ProgrammeResult(s):

1. Enhanced HRD security, resilience, and continued operation.

1.1 Improved access to protection supportfor HRDs at risk.

## Key Strategic Initiatives to achieve the programme outcomes:

1. Conducting engagements with stakeholders to ensure increased knowledge and information about protection services.

2. Providing HRDs at risk, including women, disabled, and minority rights, with emergency and medic um-term protection support.

3. Mapping of the protection needs and improving the resilience and wellbeing of HRDs.

# 3.3.2 Advocacy and Policy Engagement Programme.

Advocacy and policy influencing will be used as a main tool to address the legal and policy environment increasingly restricting HRDs and organisations supporting or executingHRD work. Repressive laws have resulted in shrinking and shifting spaces for engagement, leading to a scale down and self-censorship by some HRDs. DefendDefenders intends to continue building capacity of HRDs to monitor, document, and report on human rights violations. Training and mentoring on advocacy and networking will facilitate the HRDs and their organisations to build the necessary support systems, such as alliances, collaborations, and linkages with different actors at the national, sub-regional, regional, and international level.

DefendDefenders will generate context specific evidence using research to bolster impactful advocacy and policy engagement with state and non-state actors including individuals, CSOs, local, national governments, private sector, professional associations, regional economic blocs, the African Union and the UNHRC on issues that hinder the work and safety of HRDs. Improved policy and advocacy engagements with international and African

human rights systems, sub-regional blocs, national institutions, and other relevant stakeholders will partly contribute towards achieving formulation, implementation and reform of policies that promote HRD safety.

In order to improve the legal working environment for HRDs, strategic impact litigation is required. However, it has been noted that capacity for HRDsto undertake strategic impact litigation is limited given the high costs and the specialised legal skills it requires. Thus, DefendDefenders will support strategic impact litigation geared towards addressing repressive and restrictive laws affecting HRDs from promoting economic, social, cultural, civil, and political rights.

## Programme Objective 2

Strengthen policy influence and advocacy engagements at the global, African, sub-regional, and national level for HRD safety.

## Programme Result(s):

2.1 Better policy reform and advocacy engagements with international and African human rights systems, sub-regional economic blocks, national institutions, and other relevant stakeholders for HRD safety.

2.2 HRD work, visibility, and protection amplified.

2.3 Strengthened strategic impact litigation in order to achieve effective reforms, formulation and implementation of international standards.

## Key Strategic Initiatives to achieve the programme outcomes:

1. Engaging in advocacy with stakeholders at the UN Human Rights Council and the African Human Rights system and regional economic communities, with diplomats, UN special procedures, and African Union mechanisms.
2. Providing tools, such as training modules and briefers, to HRDs to enhance their advocacy skills.
3. Strategic litigation interventions, including through the submission of amicus briefs or support to HRD litigants with relevant courts and treaty bodies.
4. Building partnerships on human rights issues.
5 Improving the visibility and profiling of HRDs on our website on a monthly and periodic basis for other HRDs to benefit.
6. Building evidence to inform advocacy engagements.
7. Brokering partnerships on policy and advocacy issues.
8. Conducting researches on HRDs and their situation.
9. Referring cases to sub-regional, regional, and national courts.

# 3.3.3 Capacity Building for HRDs

DefendDefenders capacity building programme is hinged on the realisation that the security and continued operation of HRDs depends on the level of capacity/skills resident within individual HRDs, their organisations, national coalitions, and the sub-regional networks. At the sub-regional level and national coalition level, there are gaps in the Capacity to do, capacity to be, and capacity to relate. The inadequate capacity to do is reflected in the inability to implement programmes to enhance the safety and security of HRDs. There is also a limitation of resources (notably material) on the part of the national and sub regional networks which greatly undermines the effectiveness of the work of HRDs. The weak capacity to be is manifested in weak organisational systems

(human resource, finance management systems, limited funds, governance, and management). The limited capacity to relate is reflected in the inability to form strong and rewarding relationships. Encompassed under this dimension is the inability to mobilise HRDs and other actors to work together and join the lone and divided voices into unified and stronger voices for effective advocacy and policy engagements.

DefendDefenders' capacity building agenda will thus prioritise the capacity of individual HRDs to self-protect. The trainings will focus on building a pool of locally available trainers in security audits, and digital and physical security. National coalitions and sub-regional networks will be supported to expand their capacity to respond and support HRDs on different security and protection needs. National coalitions will be supported with training and mentorships on different aspects, including advocacy, networking, organisational management. These will be delivered through a number of innovative ways including face to face and online trainings or facilitations on a case by case basis. The provision of support will be based on thorough capacity and/or needs assessment processes to inform demand-driven capacity building initiatives.

## Programme Objective 3:

Improve the capacity of sub-regional networks and national coalitions, organisations and individual HRDs to effectively do their work, and respond and mitigate imminent risks and threats.

## ProgrammeResult(s):

3.1 Strengthened technical and organisational capacity of the sub-regional networks and national coalitions.

3.2 Increased capacity of HRDs and their organisations to effectively respond and mitigate imminent

## Key Strategic Initiatives to achieve the programme outcomes:

1. Conducting institutional capacity assessments and management trainings for HRD organisations, national coalitions, and sub-regional networks.
2. Building capacity of HRDs including digital and physical security trainings, Training of Trainers, Safe Sister fellowships for female HRDs, monitoring and documentation, reporting and digital security auditors
3. Conducting digital security audits and physical security needs assessments.
4. Providing HRDs and their organisations with technical support on physical and digital security, design, and hosting online services and databases
5. Conducting trainings on protection case management for national coalitions and sub-regional networks.
6. Extending material support to HRDs and organisations.
7. Conducting monitoring,documentation,and reporting (MDR) trainings.
8. Conducting wellbeing engagements.
9. Conducting trainings on protection case management.

# 4. Organisational Effectiveness.

## Component Objective: 4

Strengthen DefendDefenders institutional capacity to effectively deliver on its mandate.

## Key Results.

4.1 Increased compliance, efficiency, and effectiveness resulting from consistent application, consolidation of systems, and processes.

4.2 Improved financial management systems and practices, better financial stewardship, and operational efficiency.

4.3 Improved risk management systems, and timely risk detection and mitigation.

4.4 Strengthened governance, leadership, and organisational oversight.

4.5 A motivated, engaged, and performing workforce.

4.6 A diversified and sustainable resource envelop.

4.7 Strong M&E system with better programme quality, efficiency, effectiveness, accountability, learning, and innovation.

4.8 Improved profiling, visibility as a major player in the HRD sphere, innovative communication, and collaboration with stakeholders.

4.9 Better organisational management.

# Key Strategic Initiatives to achieve the organisational effectiveness outcomes:

1. Develop a risk management framework for DefendDefenders.
2. Develop and implement performance reviews for the Board of Directors.
3. Conduct a business process review for DefendDefenders.
4. Operationalise the internal audit function.
5. Hire a human resources officer to manage the human resource function.
6. Donor mapping to explore the available solicited and unsolicited funding opportunities.
7. Build capacity of staff in writing competitive grant proposals and online facilitation.
8. Share and popularise the M&E tools, guidelines, and policies.
9. Develop a partnership and engagement framework with different stakeholders.

# 5 Implementation Approaches.

Translating this strategy into operations is a shared responsibility of different internal stakeholders within DefendDefenders, but the ultimate accountability for its execution is entrusted to the Executive Director by the Board of Directors. DefendDefenders' senior leadership shall provide overall guidance and supervision to ensure the programmes and projects being implemented are aligned to the mission and aspirations in this strategic plan.

Projects and programmes are the vehicles that will enable DefendDefenders to translate this strategic plan into operations.The operational plans and budgets will facilitate easy tracking of the critical initiatives to guide learning and management decision making.

Based on the strategic choices DefendDefenders has made for the next strategic period, it is inevitable that DefendDefenders will utilise some key approaches that have a significant impact on the efficiency, effectiveness, impact, and sustainability of programmes and projects. These approaches include, but are not limited to, the following:

# 5.1 Capacity Building.

For DefendDefenders, capacity building is a priority programme area, as well as one of the main implementation approaches. Capacity building will focus on sub-regional networks, the national coalitions, and individual HRDs through different interventions. While implementing capacity building interventions for the sub-regional networks and national coalitions, a holistic approach towards capacity building will be adopted in order to address the different dimensions of organisational capacity, namely: capacity to be (internal organisation); capacity to relate (external relations) and capacity to do (programme performance-HRD work)[20] respectively. Focusing on the capacity to do alone, without focusing capacity to be and relational capacity of sub-regional networks and national coalitions, will not help to build strong, performing, and sustainable networks and coalitions.

At the individual HRD level, capacity building will be geared towards improving their safety, security, resilience, and well-being, so that they continue to work in a safe and secure environment. DefendDefenders will also be intentional to invest resources towards improving the wellbeing and resilience of female HRDs, WHRDs, disabled HRDs, and those defending minority rights.

All forms of capacity building will be informed by organisational assessments and training needs assessments, for organisations and individual HRDs respectively. These assessments/audits will provide accurate and reliable baselines to determine appropriate capacity building interventions. Within DefendDefenders, capacity building will focus on enhancing the competence of staff in the areas of fundraising and resource mobilisation, partnerships and networking, evidence-based advocacy, and their capacity to facilitate online engagements and trainings. Online support services for HRDs including ToTs in digital and physical security will be given emphasis to increase our reach, effectiveness, and sustainability for results.

Brenda Lipson and Martina Hunt. Capacity Building Framework. A value based programming guide. International NGO Training Centre (Oxford: INTRAC Press) 15.

## 5.2 Partnerships, Networking & Collaboration.

The nature, scale and complexity of HRD issues require concerted efforts from different stakeholders. DefendDefenders is aware that engaging on issues related to HRD safety is a huge undertaking. Therefore,we are deliberate on building strong and mutually beneficial partnerships in the public, private, and CSO arena at the global, regional, sub-regional, and national level. To achieve focused engagements and partnerships, DefendDefenders will conduct periodic stakeholder mapping and analysis in order to identify and form value-adding collaborations and partnerships with entities from the public, private, and civil society sector such as WHRD organisations in various countries.

Working with different stakeholders at various levels will enable us to join lone and divided voices in order to form united and stronger voices that can effect desired change regarding HRD safety, wellness, and resilience across the East and Horn of Africa sub-region and the African continent.

## 5.3 Harnessing ICT.

Technology has had an unprecedented impact on the delivery of programmes and projects in different organisations. Our lessons and experience have convinced us that utilising technology in delivering projects is no longer an option. The COVID-19 pandemic has had even greater and unprecedented impact on our development work. These impacts have already determined a new set of adjustments that have to be undertaken both in the short-term and the long-term to ensure continued efficient operation and increased impact. For 2021, we envisage that the vast majority of our interventions will be conducted online, including training needs assessments, security audits, M&E events, follow-ups, end-user trainings, and other ToTs in the area of digital and physical trainings. We shall utilize internet based platforms to augment strategic advocacy, demonstrate the effectiveness of our advocacy, promote visibility of DefendDefenders and HRDs, and achieve greater networking with other different stakeholders.

## 5.4 Research and Communication.

DefendDefenders conducts research to guide programmes and inform engagements at the UNHRC, African Union, and other mechanisms. The performance assessment emphasized the importance of credible research towards effective and successful advocacy. DefendDefenders intends to continue prioritising investments in good research and documentation. Research and documentation will facilitate a generation of new knowledge products and cutting-edge innovations that will enable us implement programmes to achieve ourstrategic goals. DefendDefenders is aware that there will be communication at project or programme level and at the organisational level. The former to enhance visibility of our project work, and the latter to increase the visibility and profile of the organisation.

## 5.5 Monitoring, Evaluation & Learning.

Guided by DefendDefenders Way, our vision, mission, values and the theory of change, our monitoring and evaluation system will help us measure our achievements and limitations, and document lessons. Monitoring, evaluation, and learning for the strategy will build on our experiences and tools as an organisation including: the M&E policy, performance management system (Jira); M&E framework and planning systems for integrating women, HRDs working on minority groups, persons with diabilities, and climate change-in our work. DefendDefenders will invest in appropriate digital M&E processes and tools to address the needs of the HRDs and their organisations. While executing all monitoring and evaluations events, a gender framework will be developed and utilised, with data disaggregated by sex.

Monitoring and evaluation will be critical in planning, reporting, and documenting successes, lessons, and emerging issues, as a driver for effective and efficient delivery of the strategy. The M&E function will also be a vehicle for driving programme implementation to achieve efficiency, effectiveness, relevance, sustainability, and impact. Going forward, the M&E function will enable us to take stock of the key implications towards our strategy, structure, systems, staff, skills, style of management, and the core values.

At a strategy level, the fundamental questions to be addressed will be whether DefendDefenders is of any strategic relevance, and whether we are making a positive impact on the safety and working environment of HRDs. The data to be collected and the tools to be used will target other categories of HRDs such as the women, HRDs with disabilities, environmental HRDs, and minority rights HRDs. We will deliberately supporton often neglected HRDs to ensure they continue operating. M&Ewillprovide feedback to DefendDefenders on aspects of relevance, impact, and sustainability. Lessons generated will inform the future designs of programmes and projects, including innovation.

A strategy baseline survey will be conducted on all priority results (outcome) and indicators. The baseline values will take into consideration the mid-term review and end of our 2016-2020 strategic plan evaluation findings. The findings will help to establisha reference point against which measurement of progress and performance of targets and results will be based. At the operational level, the results framework together with the annual plans of the different projects and programmes will be monitored to provide feedback on aspects of efficiency, effectiveness, learning, and sustainability. Programmeand project monitoring shall be undertaken on a regular (monthly, quarterly, bi-annual, and annual) basis to collect, collate, and aggregate data from M&E processes to inform management decision-making. The monitoring processes will be guided by gender frameworks to ensure that the programmes are fully integral of the gender equality tenates.

The social relations framework for gender equality will be further developed and customised to support monitoring and tracking of progress on gender equality.

The M&E processes will be participatory, involving different categories of stakeholders. Dissemination of findings and reports will be done using the knowledge management plan and the M&E plan.To further enhance communication, individual projects will have to develop clear project communication plans that are synchronised with the knowledge management plan. Monitoring and evaluation data will become central in facilitating management decision.

# 6 Mainstreaming Themes.

DefendDefenders is cognizant that achieving the stated objectives requires focusing on aspects that have a significant influence on our mandate. These themes can be marginalised, yet they influence the HRD agenda. Owing to their relevance, DefendDefenders will adopt a mainstreaming approach to address these. At the project design level, DefendDefenders will endeavour to include these themes in the programme design and budgets and they will be reported on accordingly. The identified themes for mainstreaming include the following;

# 6.1 Gender and Women Human Rights Defenders.

DefendDefenders is aware of the important role played by women human rights defenders[21] in promoting human rights within the East and Horn of Africa sub-region. The Declaration on Human Rights Defenders recognises the important role of HRDs, including female HRDs, and outlines their rights and obligations of states.

On top of the challenges all HRDs face, female HRDs also face gender-specific threats and gender-specific violence. DefendDefenders will develop a gender mainstreaming framework to roll out the implementation of the gender strategy to foster the HRD agenda.

Female defenders are more at risk of being subjected to certain forms of violence and other violations, prejudice, exclusion, and repudiation than their male counterparts. It is important to recognise the specific challenges female HRDs face, in order to strengthen protection mechanisms, and other local and international level responses to their specific concerns. Over the next strategic period, DefendDefenders intends to invest substantial attention and responses to support prompt investigation of intimidation, threats, violence, and any other form of abuse against femaleHRDs, whether committed by state or non-state actors. Our Safe Sisterfellowship programme will exclusively target female HRDs to improve their capacity and working environment. Additionaly, DefendDefenders will proactively map and work with WHRD entities in different countries to further improve focus on issues facing WHRDs, including national coalitions for women human rights defenders.

21The Special Rapporteur on the situation of human rights defenders defines women human rights defenders as both female human rights defenders, and any other human rights defenders who work in the defense of women's rights or on gender issues (A/HRC/16/44).

# 6.2 Environment and Climate Change.

The UDHR defines human rights as entitlements of all people to be treated equally, to live their life in safety and freedom, and to be protected by their government. Based on the work that we do as DefendDefenders and on available research, climate change threatens basic human rights, such as the right to life, health, food, and an adequate standard of living. The extreme and adverse climate conditions associated with climate change are visible in the East and Horn of Africa sub-region. Without further action, climate change will continue to devastate people and the planet, and human rights will continue to be violated.

> "Climate change is a reality that now affects every region of the world. The human implications of currently projected levels of global heating are catastrophic. Storms are rising and tides could submerge entire island nations and coastal cities. Fires rage through our forests and the ice is melting. We are burning up our future – literally.
>
> Michelle Bachelet, United Nations High Commissioner for Human Rights, 9 September 2019, Opening Statement to the 42nd session of the Human Rights Council.

On the premise that climate change is one of the greatest threats to human rights, DefendDefenders commits to working more closely with HRDs engaging on issues of natural resource governance. Climate change poses a serious risk to the fundamental rights to life, health, food and an adequate standard of living of individuals and communities across the East and Horn of Africa sub-region.

# 6.3 Disability Rights Defenders.

For a long time, rights of persons with disabilities (PWDs) have not been in the spot light. When designing development interventions,PWDs were merely recipients with little room for participation and adding their voice. With the increased advocacy around the rights of PWDs, both state and non-state actors are beginning to adopt a rights-based approach while engaging on issues of PWDs.

The Convention on the Rights of Persons with Disabilities is an international human rights treaty of the United Nations intended to protect the rights and dignity of people with disabilities.Traditional human rights movements often neglected disability rights. As a result, disability-based stigma, together with barriers that remove legal capacity, voting rights, and other opportunities to participate in political and public lifeis endemic. The nexus between the major human rights challenges of today and disability-based violations is clear, yet often unappreciated. Persons with disabilities face barriers even in their efforts to become human rights defenders. Physical barriers, such as inaccessible transport and inaccessible meeting venues, place limits on engagement in community organising and human rights education and training, limiting opportunities to engage with human rights actors or pursue training and networking. HRDs involved in advocacy and policy issues regarding the rights of PWDs often face threats and violence from different sources, including state actors. DefendDefenders will therefore to the extent possible, target and work with these vulnerable and often marginalised HRDsto create a safe, secure, and enabling environment for them. We will also disaggregate our data to track DefendDefenders' targets and reports on this category of HRDs.

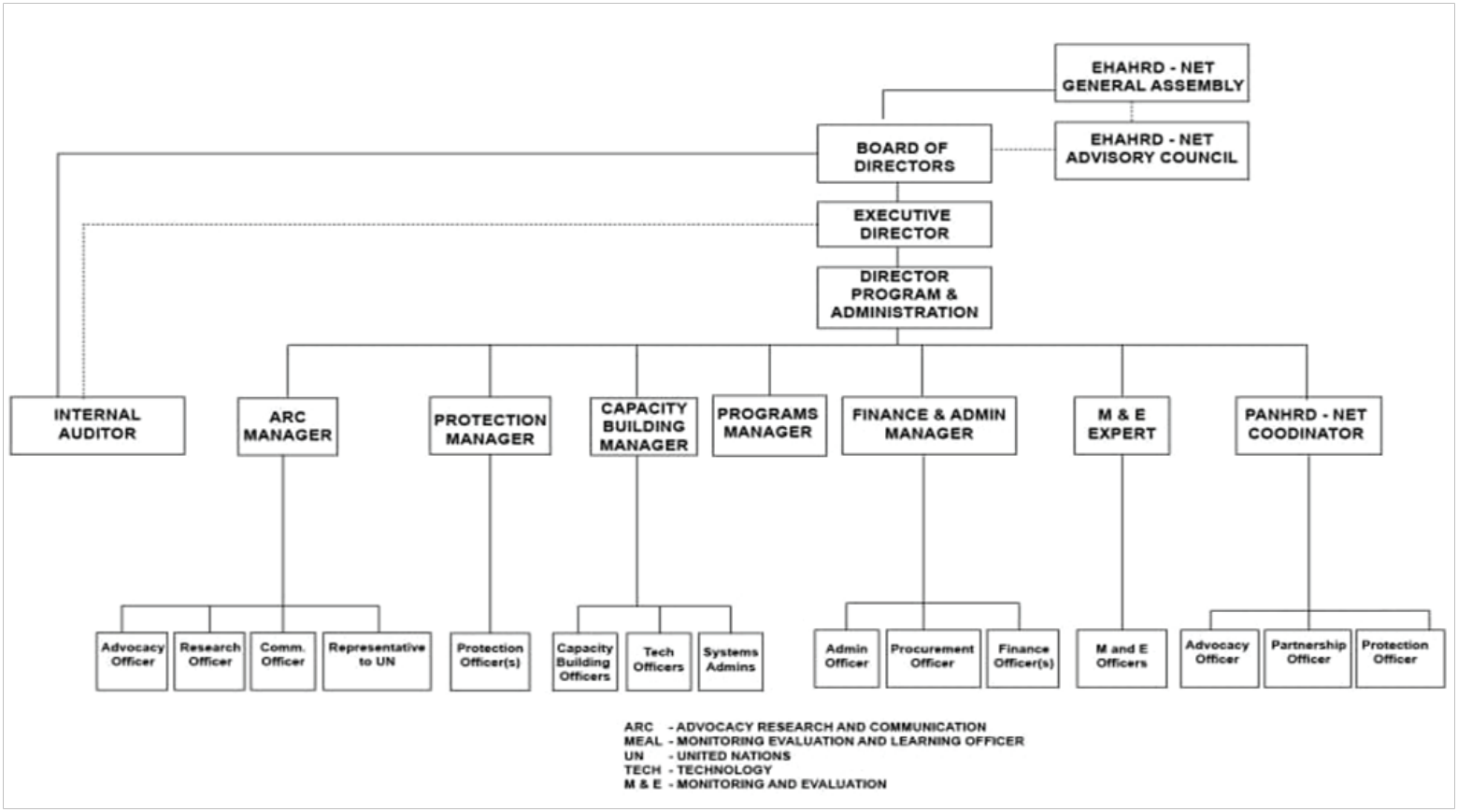
# 6.4 HRDs on Minority Groups.

DefendDefenders is aware of the increasing threats and security risks faced by HRDs who work on issues of minority groups such as SOGI, ethnic minorities, WHRDs and those working in the extractive sectors especially mining and oil and gas sector. HRDs working with sexual minorities often face stigma from their community and resulting in threats and risks, emanating from both state and non-state actors. In some of our mandate countries, legislation has criminalised all activities and rights of persons within these categories. Threats can manifest as community-led stigma, discrimination, and persecution. HRDs working on environmental concerns, economic rights, and issues of accountability and transparency in the mining

# 7. Governance and Management.

DefendDefenders has continued to position itself as a strategy-led organisation. Our organisational structure, core positions, core job competencies, delivery models, and values are aligned to and informed by the 2021-2025 strategic plan. The highest decision making body of DefendDefenders is the General Assembly supported by the Advisory Council. The Advisory Council provides guidance to the BoD. The BoD provides strategic oversight and leadership to DefendDefenders Senior Leadership Team. The Senior Leadership Team is comprised of the Executive Director, the Directorof Programmes and Administration, an Internal Auditor, Finance and Administration Manger, the M&E Expert, and the AfricanDefenders Coordinator. The Extended Management Team (EMT) is comprised of both the Senior Leadership Team and other managers, including the Protection Manager, and the Advocacy, Research, and Communications Manager. Below the Extended Management Team is the implementing core, comprised of programme administration support staff.

# DefendDefenders Organnogram (2021-2025)



# 8. ANNEXES/ APPENDICES

## 8.1 Strategic Results Map

| 1.0 Enhance the availability, accessibility and utilization of emergency and medium-term protection services to HRDs at risk. | | | |
|---|---|---|---|
| **Results** | **Indicator[22]** | **MOV** | **Assumption** |
| 1.1 Enhanced HRD security and continued operation. | Number of HRDs safe as a result of protection and security management interventions.<br>• Proportion of HRDs who have continued with their work<br>• Evidence of HRDs safely engaging in their work | Database records.<br>Strategy Evaluation Reports.<br>M&E Reports. | HRDs know about the protection services, tools and mechanisms. |
| 1.1.1 Improved access to protection support for HRDs at risk. | • Number of HRDs under risk who have accessed medium support protection support<br>• Number of HRDs under imminent risk who have accessed emergency protection support.<br>• Number of beneficiaries of protection interventions.<br>• Number of grants extended to HRDs at risk.<br>• # of HRDs with improved resilience and wellbeing | Database records; programme reports.<br>Strategy Evaluation Reports.<br>M&E Reports. | HRDs know about the Ubuntu hub-cities protection services, tools and mechanisms. |
| **2. Strengthen policy influence and advocacy engagements at the Global, African, Sub-regional and national level for HRD safety.** | | | |
| **Results** | **Indicator** | **MOV** | **Assumption** |
| 2.1. Better policy reform and advocacy engagements with International and African Human Rights systems, Sub-regional economic blocks and national institutions and other relevant stakeholders for HRD safety. | • Number of HRDs supported to engage with different mechanisms and stakeholders<br>• Number of partnerships brokered on policy and advocacy issues.<br>• Number of high-level engagements held with human rights mechanisms and stakeholders. | Activity and Annual reports<br>Database records<br>Strategy Evaluation Reports.<br>M&E Reports | The capacity for high level policy and advocacy engagements is resident within DefendDefenders.<br>There is a support from other HRD stakeholders towards advocacy and policy engagements. |
| 2.2 HRD work, visibility and protection amplified. | • Number of HRDs profiled.<br>• Number of researches conducted on HRDs and their situation including those on women and other minority HRDs. | Newsletter (HRD profile)<br>Website posts<br>M&E Reports. | Issues for profiling are known. |
| 2.3 Strengthened strategic impact litigation in order to achieve effective reforms, formulation and implementation of international standards. | • Number of cases referred to sub-regional, regional and national courts.<br>• # of HRDs supported to engage in strategic interest litigation.<br>• Evidence of cases generated for strategic interest litigation. | M&E reports.<br>Department reports. | Issues for impact litigation are known. |
| **3. Improve the capacity of Sub-regional networks and national coalitions, organizations and individuals HRDs to effectively do their work, respond and mitigate imminent** | | | |

**Data will be disaggregated by gender, disability, nature of intervention and other categories.**

# 8. ANNEXES/ APPENDICES

## 8.1 Strategic Results Map

| | | | |
|---|---|---|---|
| **risks and threats faced.** | | | |
| **Results** | **Indicator** | **MOV** | **Assumption** |
| 3.1 Strengthened technical and organizational capacity of the Sub-regional networks and national coalitions. | • Number of sub-regional networks and national coalitions supported with capacity building initiatives<br>• Number of sub-regional networks and national coalitions that are stable and well established.<br>• Number of sub regional networks providing support to national coalitions & individual HRDs in need. | Database<br>Capacity building reports<br>Security Assessment Reports.<br>Organizational Capacity Assessment Reports.<br>Reports on capacity building interventions undertaken. | Support needs of the national coalitions are understood by the sub-regional networks.<br>National coalitions have a good working relationship with the individual HRDs and know their needs within their countries. |
| 3.2 Increased capacity of HRD HRDs to effectively respond and mitigate imminent risks. | • Number of unique HRDs cases that have capacity to respond and mitigate risks.<br>• Number of HRD organizations that have implemented security plans. | Reports from the security assessments.<br>Training reports.<br>M&E reports. | DefendDefenders has a mechanism of identifying the unique cases of HRDs who are in need of protection support. |
| **4.0 Strengthen DefendDefenders institutional capacity to effectively deliver on its mandate.** | | | |
| **Outcome** | **Indicator** | **MOV** | **Assumption** |
| 4.1 Increased compliance, efficiency and effectiveness resulting from consistent application, consolidation of systems and processes. | • Proportion of business processes that meet the acceptable level.<br>• % of staff expressing satisfaction with the systems, and policies. | Staff survey reports<br>Annual Audit Reports.<br><br>Minutes of management meetings | Policies and the systems are in place<br>Staffs have been oriented to these policies and systems and are willing to utilize and follow them. |
| 4.2 Improved financial management systems and practices, better financial stewardship and operational efficiency. | • Proportion of queries in management letters/ proportion of timely and accurate financial reports/Quality of financial projections. | Annual Audit reports/ Quarterly Financial and management reports, Quarterly performance audit reports. | Competent finance management personnel and financial systems and practices are in place and adhered to. |
| 4.3 Improved risk management systems and timely risk detection and mitigation. | • Risk management framework in place<br>• Proportion of risks detected and mitigated on a quarterly basis. | Updated Quarterly/annual risk register reports | There is a risk management framework in place. |
| 4.4 Strengthened governance; leadership and organizational oversight. | • Proportion of good governance principles & practices being institutionalized.<br>• Evidence of more oversight governance by the board | Annual BoD performance evaluation reports. | DefendDefenders BoD is knowledgeable and willing to provide the oversight function. |
| 4.5 A motivated, engaged and performing workforce. | • # of staff that are motivated to continue engaging with DD<br>• Staff Turn-over rate.<br>• Proportion of staff who have achieved outstanding performance. | Staff appraisal reports and staff satisfaction survey reports. | Management has a good performance management system |
| 4.6 Enhanced fundraising and resources mobilization for a diversified and sustainable resource envelop. | • Percentage increase in funds/resources generated annually,<br>• Number of grants/contracts awarded. | Signed contracts (tenancy, bank, service)/grant agreements. Financial reports | DefendDefenders has the capacity to fundraise and develop competitive wining proposals. |
| 4.7 A Strong M&E system with better program quality, efficiency, effectiveness, accountability, learning and innovation. | • Functional M&E system in place.<br>• Number of projects and programs whose design is informed by M&E information<br>• Evidence of strong learning &knowledge management. | M&E Reports.<br>M&E system | Technical staff have sound knowledge on M&E.<br>Management appreciates the need of M&E as a management tool. |
| 4.8 Improved profiling, visibility as a major player in the HRD sphere, innovative communication and collaboration with stakeholders. | • Evidence of DD visibility and profiling on different media (twitter, face book, website, reports etc.)<br>• No. of new engagements/partnerships sealed per annum with DefendDefenders.<br>• Proportion of stakeholder that recognize the existence and work of the coalition | Signed contracts, agreements and membership to HRD bodies and platforms at Global, African, Sub Regional and national level. | Staff have capacity to identify, form and sustain partnerships.<br>DefendDefenders will leverage the existing communication channels to further improve her visibility. |
| 4.9 Strengthened Office Management and Administration. | Proportion of office management practices that have been standardized/institutionalized. | Audit Report | There is a standard operation manual in place. |

# 8.2 Summarized Strategic Budget in Euros.

| DefendDefenders 2021-2025 Strategic Budget | | | | | | |
|---|---|---|---|---|---|---|
| **Results** | **2021** | **2022** | **2023** | **2024** | **2025** | **Total** |
| **1.0 Enhance the availability, accessibility and utilization of emergency and medium-term protection services to HRDs at risk.** | | | | | | |
| 1.1 Enhanced HRD security and continued operation. | | | | | | |
| 1.1.1 Improved access to protection support for HRDs at risk. | 2,551,357 | 2,637,793 | 2,607,108 | 2,596,036 | 2,529,290 | 12,921,585 |
| **Sub Total** | 2,551,357 | 2,637,793 | 2,607,108 | 2,596,036 | 2,529,290 | 12,921,585 |
| **2.0 Strengthen policy influence and advocacy engagements at the Global, African, Sub-regional and national level for HRD safety.** | | | | | | |
| 2.1 Better policy reform and advocacy engagements with International and African Human Rights systems, Sub-regional economic blocks and national institutions and other relevant stakeholders for HRD safety. | 635,020 | 666,771 | 700,110 | 735,115 | 771,871 | 3,508,886 |
| 2.2 HRD work, visibility and protection amplified. | 36,500 | 36,500 | 36,500 | 36,500 | 36,500 | 182,500 |
| 2.3 Strengthened strategic impact litigation for effective reforms, formulation and implementation of international standards. | 60,000 | 80,000 | 80,000 | 70,000 | 60,000 | 280,000 |
| **Sub Total** | **731,520** | **783,271** | **816,610** | **841,615** | **868,371** | **4,041,387** |
| **3. Improve the capacity of Sub-regional Networks and National Coalitions, organizations and individuals HRDs to effectively do their work, respond and mitigate imminent risks and threats faced.** | | | | | | |
| 3.1 Strengthened technical and organizational capacity of Sub-regional networks and national coalitions to effectively respond to HRD needs at their respective levels. | 230,000 | 240,000 | 250,500 | 261,525 | 273,101 | **1,255,126** |
| 3.2 Increased capacity of HRDs to effectively mitigate, manage and respond to the threats they face. | 1,597,683 | 1,625,217 | 1,676,005 | 1,715,848 | 1,754,163 | **8,368,916** |
| **Sub Total** | **1,827,683** | **1,865,217** | **1,926,505** | **1,977,373** | **2,027,265** | **9,624,042** |
| **4.0 Strengthen DDs institutional capacity to effectively deliver on its mandate.** | | | | | | |
| 4.1 Increased compliance, efficiency and effectiveness resulting from consistent application, consolidation of systems and processes. | 83,980 | 81,160 | 85,660 | 91,840 | 87,000 | **429,640** |
| 4.2 Improved financial management systems and practices, better financial stewardship and operational efficiency. | 205,735 | 205,735 | 205,735 | 205,735 | 205,735 | **1,028,676** |
| 4.3 Improved risk management systems and timely risk detection and mitigation. | 57,000 | 58,750 | 62,863 | 69,153 | 82,839 | **330,605** |
| 4.4 Strengthened governance; leadership and organizational oversight. | 103,000 | 78,900 | 29,845 | 80,837 | 31,879 | **324,461** |
| 4.5 A motivated, engaged and performing workforce. | 372,446 | 398,969 | 428,407 | 459,426 | 492,707 | **2,151,955** |
| 4.6 Enhanced fundraising and resources mobilization for a diversified and sustainable resource envelop. | 505,000 | 505,000 | 505,000 | 5,000 | 5,000 | **1,525,000** |
| 4.7 A Strong M&E system with better program quality, efficiency, effectiveness, accountability, learning and innovation. | 290,318 | 267,984 | 299,333 | 295,405 | 310,241 | **1,463,281** |
| 4.8 Strengthened Office Management and Administration. | 173,500 | 190,850 | 265,850 | 226,270 | 248,897 | **1,105,367** |
| **Sub Total** | **1,790,980** | **1,787,348** | **1,882,693** | **1,433,667** | **1,464,298** | **8,358,985** |
| **Total (EUROS)** | **6,901,540** | **7,073,629** | **7,232,916** | **6,848,691** | **6,889,223** | **34,945,999** |

DefendDefenders (East and Horn of Africa Human Rights Defenders Project) seeks to strengthen the work of human rights defenders throughout the sub-region by reducing their vulnerability to risks of persecution and by enhancing their capacity to effectively defend human rights.

DefendDefenders serves as the secretariat of the East and Horn of Africa Human Rights Defenders Network, which represents thousands of members consisting of individual HRDs, human rights organisations, and national coalitions that envision a sub-region in which the human rights of every citizen as stipulated in the Universal Declaration of Human Rights are respected and upheld.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