

“Demanding Accountability, Democratic Governance and Access to Justice”



# Strategic Plan 2024-2029



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# Acronym

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<b>CICC</b>	Coalition for the International Criminal Court
<b>CBOs</b>	Community Based Organisations
<b>CSOs</b>	Civil Society Organizations
<b>DFID</b>	Department for International development
<b>DHMT</b>	District Health Management Team
<b>DMO</b>	District Medical Officer
<b>GDP</b>	Gross Domestic Product
<b>ICC</b>	International Criminal Court
<b>IMC</b>	Independent Media Commission
<b>KPIs</b>	Key Performance Indicators
<b>MGCA</b>	Ministry of Gender and Children's Affairs
<b>MoH</b>	Ministry of Health
<b>NCD</b>	National Commission for Democracy
<b>NEW</b>	National Election Watch
<b>NGO</b>	Non-governmental Organization
<b>NMDHR</b>	Network Movement for Democracy and Human Rights
<b>ONS</b>	Office of National Security
<b>PPRC</b>	Political Parties Registration Commission
<b>RSLAF</b>	Republic of Sierra Leone Armed Forces
<b>SCG</b>	Search for Common Grounds
<b>SGBV</b>	Sexual and Gender-Based Violence
<b>SLAJ</b>	Sierra Leone Association of Journalists
<b>SLANGO</b>	Sierra Leone Non-Governmental Organization
<b>SLCICC</b>	Sierra Leone Coalition for the International Criminal Court
<b>SLP</b>	Sierra Leone Police
<b>SRH</b>	Sexual Reproductive Health
<b>SWOT</b>	Strengths Weaknesses Opportunities and Threat
<b>TBA</b>	Traditional Birth Attendants
<b>ToC</b>	Theory of Change
<b>ToT</b>	Training of Trainers
<b>UNICEF</b>	United Nations International Children's Fund
<b>VAW</b>	Violence against Women
<b>VSO</b>	Voluntary Service Overseas



# Message from the Executive Director

NMDHR had serve as a key partner in implementing development projects/programs in Sierra Leone. We have existed for over 20 years in empowering communities to drive social change, impacting youth, women, and girls to demand social justice, and protect human rights in all forms.



Our beneficiaries and partners are our priority; we ensure that our projects meet the interest of the last beneficiary in terms of project delivery. We have presence in six operational districts in Sierra Leone including Pujehun, Kailahun, Koinadugu, Tonkolili, and the Western Rural and Urban District.

The above districts are our key operational Districts in Sierra Leone. We have implemented countless development programs in sixteen chiefdoms from across the six operational districts.

For the past five years, due to donor fatigue, and global economic challenges, NMDHR have only been implementing projects in Kailahun, and the Western Urban District. Amidst the difficult challenges faced in mobilizing resources to implement development programs, we have been able to manage our little available resources to empower communities to take the necessary actions to influence positive and sustainable change across our operational communities.

This strategy is gear towards promoting more inclusive, transparent and accountable societies through driving social accountability, strengthening community based organisations, implementing partners, allies and coalition, and influencing duty bearers, state actors and communities.

In our effort to curb human rights, and governance issues including political tolerance, health accountability, election observation, women empowerment, media engagement, advocacy, domestic violence maintenance, and capacity building. NMDHR will support the coalition of human rights civil society organizations to transform rural communities through regulation, action, and leadership, and help uphold the rights of those facing abuses.

We will continue to work with communities, government, development partners, Civil Societies, and the media to strengthen our work to promote Human Rights, Democratic values, and respect for all citizens. We will also continue to forester strategic engagement to achieve the governments Development Plan for action, and the global SDGs.

**Abdul Karim Habib**



**Executive Director.**



# Our Unique Role

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Since our founding in 2002, Network Movement for Democracy and Human Rights (NMDHR) has played a constructive role at the heart of democracy, good governance, and human rights in Sierra Leone.

In the next five years, we will support the coalition of human rights civil society organizations to transform rural communities through regulation, action, and leadership, and help uphold the rights of those facing abuses.

Fair, objective and data-driven, our work with allies will focus on citizen's rights of communities seeking responsible natural resource use and a just transition; and the rights of citizens to accountable for public services. We will act to amplify the voices of those facing abuses, especially women, girls and children, and their communities. We will promote transitional justice, gender justice, Health accountability and climate justice.

To achieve this, we will increase transparency, build accountability, help strengthen coalition, and influence decision-makers through partners and direct program implementation.

As a national civil society organization with a commitment to advocate for the promotion, protection and provision of fundamental human rights and as an organisation with a robust presence in all regions, we provide a unique source of information and expertise on access to justice, democratic governance and human rights.

Our citizen and voice action, , community-led action and legal empowerment approaches; willingness to speak truth to power; commitment to 'make', rather than 'take', space from partners and allies; and vast experience in engaging constructively with communities and government allow us to continue driving solutions towards sustainable change and government regulations that truly promote and respect human rights.



## Introduction

This document presents the new NMDHR strategy for the period 2024 – 2029. The strategic intent expressed emanates from and builds on the achievements, and lessons learnt from our past national strategies. The past performance and context analysis highlighted the following key areas that need to be prioritise in the current strategy: Human Rights, Democratic Governance, and Access to Justice, Humanitarian Response and Business Development and management

### Strategy Development Process

The development of the strategy involved the following core aspects: review of progress on the 2018-2023 strategy, casting strategy visioning for the next cycle in consultation with stakeholders in the country (including the Board, staff, women, community representatives and local government) and going through the seven steps of strategy development as guided by the Partnership strategy development process map. This strategy is therefore responding to global and national trends. It is aligned to NMDHR priorities and to the government of Sierra Leone National Mid-term Development Plan. Both Board and Management visioning emphasized the need to focus on lasting Impact, Increased Resource mobilization and having an organization which is effective, innovative and the one which leads in integrity. They envisioned a NMDHR that; leads to empowered communities and save lives, drives sustainable women empowerment initiatives, has simplified systems and business processes, promotes organizational effectiveness and efficiency, whose culture is trusted and expresses excellence in execution.

### Background to NMDHR

NMDHR became truly operational in 2002, although the idea was conceived few years earlier in the face of bad governance and indiscriminate violations of human rights. The organization started work in Freetown and Kailahun Districts in the Eastern province where the twelve-year civil war actually started. Several development and human Rights oriented Civil Society Organizations (28 community based human right organizations) came together to constitute the coalition for the purpose of alleviating the indiscriminate violations of human rights and bad governance <sup>1</sup>. The coalition was registered with the Ministry of Social Welfare gender and Children’s Affairs and the Sierra Leone Association of Non-Governmental organization (SLANGO)<sup>2</sup>. Since inception, the coalition has worked with National and International NGOs, political parties, the Ministry of Social Welfare Gender and Children’s affair (MSWGCA) to address thematic issues within and between political parties in governance and human right.

In 2006, the coalition acquired an office space in Freetown to accommodate the national secretariat. The coalition then extended its services to four provinces I.e., North, East, South and Western provinces/area. Since the inception, the coalition has been working in three strategic areas including citizen’s participation in Governance, Gender & Women’s Health and Child Protection issues intended to promote human rights and democracy.

The coalition worked with political parties in parliament to improve their capacities in policy making so that they can meaningfully contribute to policy making that will affect the lives of the people they represent. The coalition members also worked with established government organs like the Local Councils, the National Commission for Democracy (NCD) and the Political Parties Regulation Commission (PPRC). The strategies employed by the coalition in their work are centered on Empowerment, Partnership and Commitment to learning.



# Country Context

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## 1: Our External Environment

Our external environment extends nationwide. However, some of the most pertinent aspects and how they impact our work are discussed below:

### 1.1: Economic Environment

Sierra Leone is a country nurturing a young democracy with a weak economy which is beginning to rejuvenate. Sierra Leone's economy has been hurt by the COVID-19 pandemic. Real GDP was estimated to contract by 2.7% in 2020 after growing by 5.4% in 2019. The decline was attributable to weak external demand for major exports, particularly diamonds, iron ore and to declines in the mining, transport, trade, and tourism sectors. Inflation was estimated to pick up to 17% in 2020 from 14.8% in 2019, because of supply chain disruptions and transportation restrictions. The budget deficit was expected to widen to 5.7% of GDP from 2.9% in 2019, because of a revenue shortfall arising from lower economic activity. The decline in exports caused the current account deficit to widen to 15.6% of GDP from 13.5% in 2019. At the end of September 2020, foreign exchange reserves were \$565 million (4.2 months of import cover), compared with \$506 million (3.5 months of import cover) in 2019. The exchange rate remained stable at SLLs 9,845 to the US dollar at the end of 2020. The stock of public debt increased to 77% of GDP as of 30 November 2020 from 70% in 2019 a year earlier. Sierra Leone's debt is classified as being at high risk of debt distress, largely due to heightened solvency and liquidity risks arising from the COVID-19 pandemic. The country is implementing an Extended Credit Facility (ECF) arrangement with the International Monetary Fund. The ECF plans to support the government's reform agenda of creating fiscal space to finance policy priorities of the National Development Plan (NDP).

There is also increasing rate of unemployment. The youths constitute a high percentage of the population a majority of whom are unemployed while commercial sex is on the increase. For the employed, salaries are low and often delayed. The percentage of low-income earners is relatively high and very many people are poor and unemployed. The situation has led to increased migration of mainly the work force (youths) in search of greener pastures. A number of the youths have moved from rural communities to bigger cities and across the border into neighboring West African countries, and Europe or middle East in search of employment.

### 1.2 Health Situation

According to the Centre for Disease Control, Sierra Leone has long struggled with some of the world's worst health outcomes—including a maternal mortality epidemic in which a woman's lifetime risk of dying in pregnancy or childbirth is 1 in 20. Corruption, extreme poverty, lack of accountability, inequality, ineffective policies implementation, prevents most families from accessing health care at the time of need. The problems are further expanded not just at the points of service delivery, but at the policy and implementation levels.

In 2010, the Government of Sierra Leone introduced the Free Healthcare Initiative (FHCI), making a package of basic healthcare services available for free to pregnant and lactating mothers and children under five<sup>1</sup>. The main objective of this initiative was to bring down Sierra Leone's high maternal, infant and child mortality rates, and improve general health indicators in order to achieve the then Millennium Development Goals<sup>2</sup>. The FHCI's success has been hampered by problems that have exposed a lack of accountability within Sierra Leone's health services.

Though the government has made some strive to change the face of healthcare service delivery in the past decade, there is yet some key challenges that need to be addressed including, drug distribution, staff salary, lights, medical equipment and water quality supply to enhance quality and effective healthcare service delivery.

### 1.3 Education

Access to quality education, retention and completion of school remain challenges for children in Sierra Leone. These factors are compounded by poverty, gender discrimination, long distances to schools, perceived low value placed on education, negative social norms practices such as Female Genital Mutilation (FGM – 86.1 per cent), early marriage (30 per cent of women are married before age 18), teenage pregnancy, an unsafe learning environment. The percentage of school age out-of-school children in primary, junior and senior secondary schools is as follows: primary school (18 per cent), Junior secondary school (19 per cent), Senior secondary school (36 per cent).

Due to the many of the factors listed above, many children in Sierra Leone fail to complete primary school or to make the transition from primary to Junior Secondary School (JSS). Completion rates stand at: primary: 64 per cent, JSS (lower secondary): 44 per cent, SSS (upper secondary): 22 per cent. Furthermore, few opportunities exist for alternative education for out-of-school boys and girls, which could help them to acquire functional literacy for sustainable livelihoods and economic empowerment, in order to realize their full potential and contribute meaningfully to nation building.

In August 2018, Government of Sierra Leone (GoSL) launched a phased Free Quality School Education (FQSE) initiative that provides free admission and tuition to all children in government-approved schools. While the initiative is timely and well received, many children are still out of school, at risk of dropping out or not benefiting from this initiative, as they live in remote rural communities where there are no schools or schools are yet to be approved by the government to qualify for the FQSE. Furthermore, due to high and persistent levels of poverty, parents are unable to pay the direct and indirect costs of education even with the FQSE initiative.

Development Partners have been providing technical and financial support to the Ministry of Basic and Senior Secondary Education (MBSSE) and partners to address the educational needs of vulnerable out-of-school children through a community-based school enrolment drive, provision of school materials such as uniforms, bags, shoes, learning materials, etc. and support to a bridge Programme to prepare girls who are out of school, including pregnant girls and lactating adolescent mothers, to re-enter formal schooling after giving birth.

However, there is a dire need for a comprehensive alternative learning pathway, including accelerated learning and marketable skills development programming to help prepare overaged out-of-school adolescent boys and girls to re-enter formal education or pursue the options of skills and livelihood development enterprises for sustainable employability

1.4 Political Situation: According to the World Bank, Sierra Leone has one of the lowest scores (12.5 % percentile) in the latest World Bank Government Effectiveness ranking given its weak quality of the public services and poor policy formulation and implementation. Weak state capacity and institutional inefficiencies are compounded by a fragile democracy marked by a high degree of polarization, patronage, tension between traditional authorities and deep regional divides. As a result, economic growth should reduce inequalities if it is not to exacerbate the risks of conflict. Improving prospects and reducing persistent poverty are important for enhancing the legitimacy of the state and improving social cohesion. It is important to mitigate underlying fragilities and polarization, which if unaddressed could quickly reverse the gains and narrow the democratic space.



## 1.5 Climate Change Effect

Sierra Leone faces Environmental challenges of biodiversity loss, degrading ecosystems and climate change: In 2020, Sierra Leone ranks below the regional average on the Environmental Performance Index (177/180). Benefits from natural resources hardly reach a broader population. Biodiversity, forests and fish stocks have seen significant deterioration over the past decade. The impact on environmentally sensitive sectors such as agriculture and fisheries threaten the basis of 60% of the economy and the livelihood of 70% of people, thereby increasing conflict risks. Furthermore, it appears that the habitat destruction correlates with zoonotic diseases such as the 2014/15 Ebola Virus Disease, which renders the fragmentation of Sierra Leone's forests a global public health issue. Coastal erosion, loss of mangroves and significant illegal, unreported and unregulated fishing is depleting fish stocks and will, in the long term, cause huge economic losses. Rapid deforestation is driven by logging, agriculture; mining and firewood and charcoal production. Sierra Leone is vulnerable to and little prepared for climate change as illustrated by its score (38) on the ND-GAIN index amongst others due to a high dependence on natural resources, poverty and a low adaptation capacity of the population.

## 1.6 Tradition and Culture

Traditional beliefs and practices are respected in Sierra Leone. The negative part of this norm is affecting development in a number of ways. Gender discrimination is prevalent in rural communities. Youths and women are marginalized and have no voice in decision making in their communities. Traditional and cultural practices influence the active participation of women. Women are not involved in decision-making. In some districts especially the Northern region, women are reportedly excluded from leading (e.g. contesting chieftaincy positions). Women are not allowed to speak freely in public hence limiting their participation in communities.

However, the Government of Sierra Leone recognizes and is committed to gender equality and women's empowerment by passed the Gender Equality and Women's Empower law. However, effective implementation of the law is key by making sure communities aware and benefits from it.

Though, there has been progress in Sierra Leone in dealing with harmful traditional practices. The conversation on female genital mutilation (FGM) is now a subject of public discourse and engagement led by CSOs. There is an encouraging amplification of voices for a national commitment to increasing women's participation in governance processes. The main threat to this is the fear of changing power relations between women and men, and traditional practices that continue to ensure women's subordination. A key strength to be drawn upon to address these challenges is the encouraging attitude of men towards women's participation in governance.

Traditional beliefs and practices are respected in many communities including our target communities. This situation is affecting development in a number of ways. There are a number of polygamous marriages and homes. Gender discrimination is common. Youths and women are marginalized and have no voice in decision making in their communities.

The tradition and cultural practices in our operational districts influenced participation The culture and tradition limit our access into the communities and are in conflict with our values, national and international legal standards (i.e., the constitution of Sierra Leone, Universal declaration of Human Rights etc.), which we use to do our work.

# Our Strategic Framework

## *Vision*

NMDHR envisage a world where all Human Rights, Democratic values are respected, promoted, protected, and realized for all.

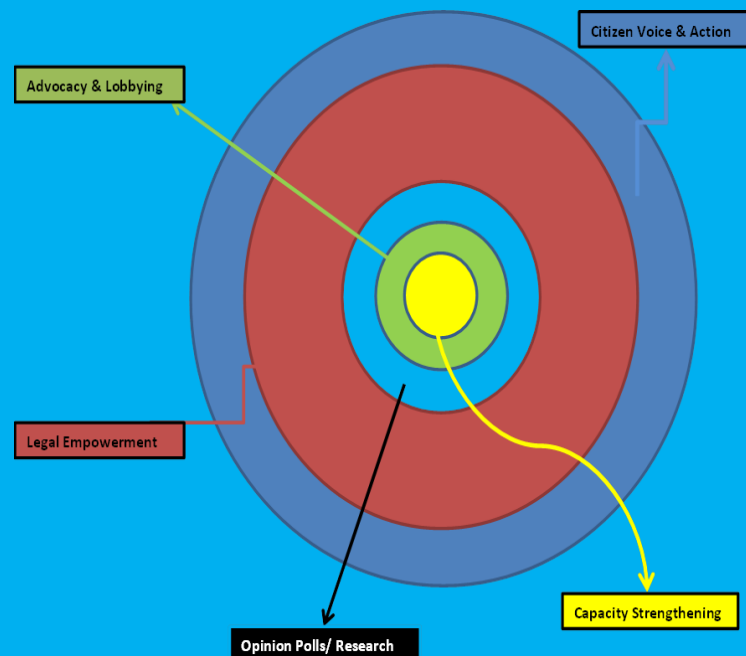
## *Mission*

*Empower all people through Right Based Approach, Advocacy, Public Education and Research to achieve Sustainable Development and work to end Inequality and Poverty.*

## *Core Values*

- *Respect for Gender*
- *Inclusiveness*
- *Accountability and Transparency*
- *Collaboration and Truthfulness*
- *Tolerant and Accommodative*
- *Humanity*
- Professionalism
- Voluntarism

## *Our Approaches*



## Programmes

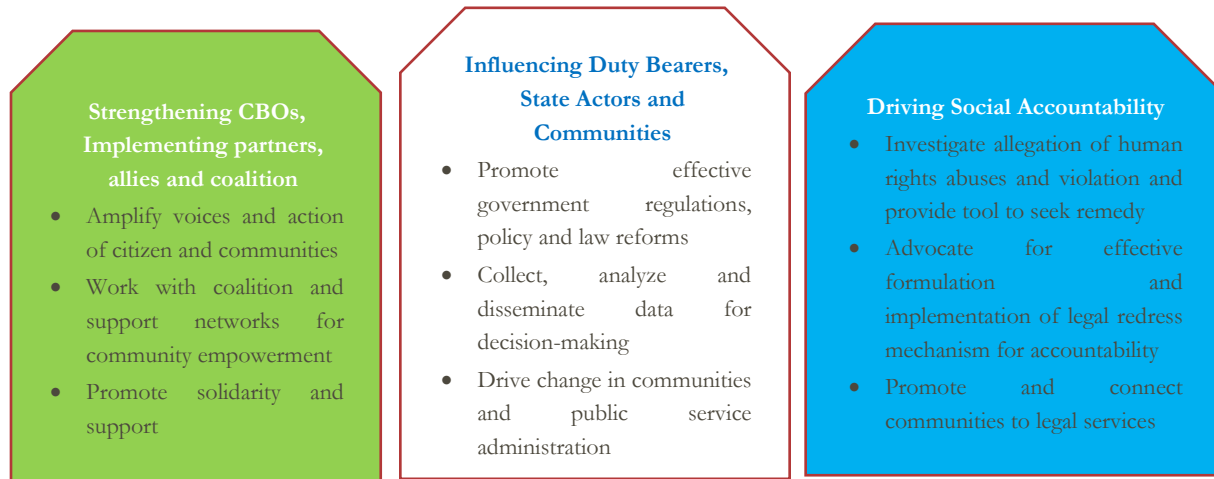
- Women's Empowerment Programme (WEP)
- Health and Social Accountability Programme (HSAP)
- Climate Action Programme (CAP)
- Localisation and Emergency Response Programme (LERP)

## Thematic Areas of Operation

1. Governance and participation
  - Election Observation and monitoring
  - Civic Education and women's participation
  - Political Cohesion
2. Human Rights and Access to Justice
  - Social Justice (Health, Education, Gender)
  - Transitional Justice (Peace-Building)
  - Climate and Environmental Justice
3. Humanitarian Response
  - Emergency Response
  - Disaster Risk Reduction

# Our Strategies

We work with our national network of partners and allies to continually strengthen our collective effort to generate, collect, analyze and deploy critical information for the advancement of human rights and democracy in development and humanitarian programs. Our work is focused on the following three approaches:



## **Strengthening Community Based Organisations, Implementing Partners, Allies and Coalition.**

- Amplify voices and actions of citizen and communities: Our work with partners reaffirms to us the value of collaboration, where we harness our strengths to define and achieve particular goals for the protection and advancement of human rights, democratic governance and access to justice. Partners value our unique ability to amplify their voices and work with a diverse audience. We will use our existing tools and then innovate and evolve for new ones, so that we can effectively tell human interest stories and highlight the core values that underpin both the struggles and hopes of citizen and communities.
- Work with coalition and support networks for community empowerment: Working with like-minded human right organizations and coalition through convergence and deeper collaboration, we will use our action research platform as a hub for elevating thought leadership on human rights, advancing both urgent and long term demands of citizen and communities.
- Provide solidarity and support: Committed to building relationships of mutual respect, equality, and solidarity, we will use existing tools and co-develop new ones that are fit for purpose. We will use digital tools to help build capacity in areas where expertise is lacking. We will continue providing support through connecting people, supporting networks, raising local voices to international sphere (where requested), supporting allies' funding opportunities, and actively helping with safety and protection.

## **Influencing Duty Bearers, State Actors, and Community Decision Makers**

- Promote effective government regulation, policies and legal reform: We will work with partners and allies to push for effective forms of mandatory human rights due diligence and stronger social accountability, and actively participate in debates around democratic governance and access to justice for the purpose of sustainable development in society, where we are able to add a distinctive voice.

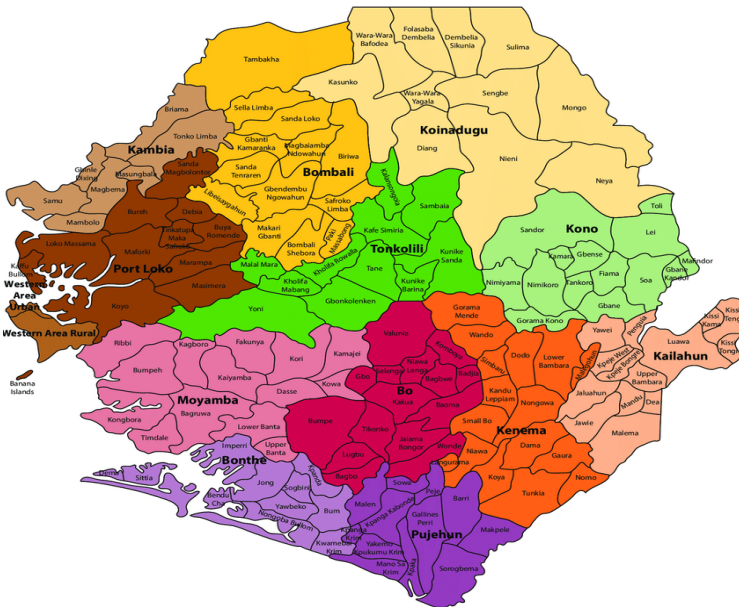


- Collect, analyze and disseminate data for informed decision making: We will continue our evolution from providing evidence, towards analysis of our own data with partners to more directly influence the policy, practice and performance of communities, citizens and governments, as the most powerful actors in the state of affairs.
- Drive change in Communities and Public Service Administration: We will explicitly include in our model of change efforts to influence enablers of abuse in communities and public offices, including state institutions, state actors, duty bearer and community stakeholders.

**Driving Social Accountability**

- Investigate allegations of human rights abuse and violation and provide tools to seek remedy: Every year, we admit over 200 allegations of abuse through our complaint response mechanism. We will strengthen this powerful tool for transparency and accountability. We document all allegations received regarding violation and abuses on human rights, democratic governance and access to justice. We will maximise our documentation, case management and train paralegals, communities and human rights community-based organisations to use it to accurately tell stories of abuse in their areas of work when seeking and then gaining accountability.
- Advocate for effective formulation and implementation of legal redress mechanism for accountability: We will continue to advocate for effective implementation of regulation and legal avenues for accountability. Legal protections for citizen, communities and human rights organisations are too often ignored. Working with partners, we will demand for effective redesign and implementation of laws and regulations. Access to remedy is a critical aspect for the work towards human rights, and democratic governance. We will continue our work on analysing and proposing clear standards for accountability including those related to constitutional provisions, national and international covenants and treaties.
- Promote and connect communities to legal services: We will map-out and connect communities to legal advocates and provide a platform to explore and amplify diverse perspectives on various legal issues. We will also focus on promoting legal education to empower communities to know, use and shape the law for sustainable development.

**Geographical Scope of Operations**



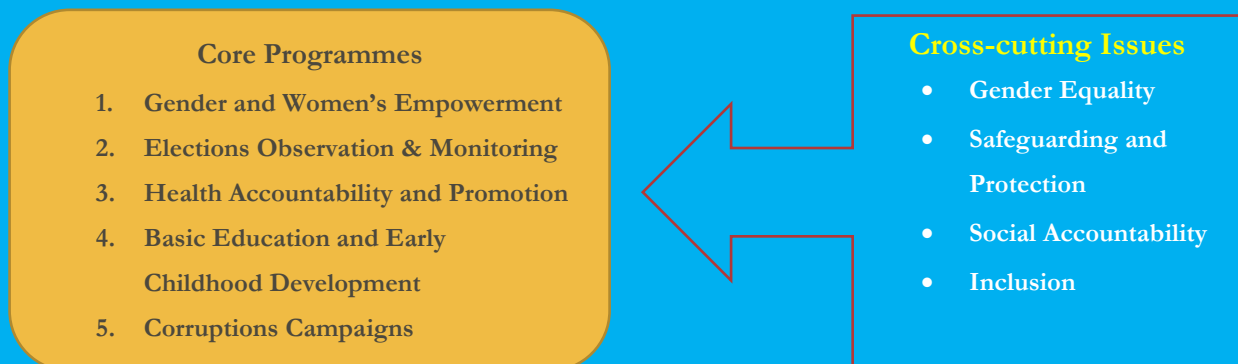
NMDHR has presence in all four regions: North, East, South and Western Area, of the country working through its membership organisations. It has operational offices in the Western Area and Kailahun District.

NMDHR will operate in the following districts (Kailahun, Pujehun, Tonkolili, Bombali, Kambia, Karene, Koinadugu, Portloko and Western Area (Rural and Urban) based on its thematic areas of operations backed by needs assessment and project participants targeting.

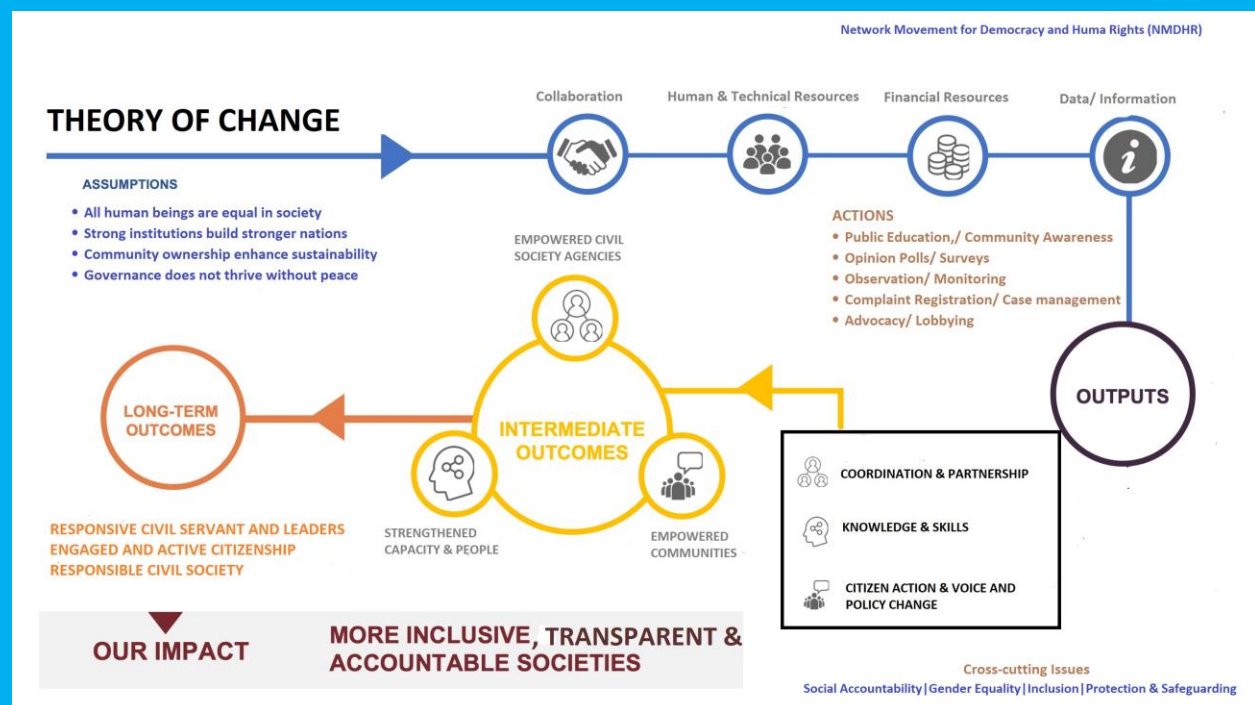
Over the period, NMDHR will continuously assess its operations, needs and opportunity for scaling-up based on availability of funds



# Core Programme Cross-cutting Issues and Theory of Change (ToC)



NMDHR will continue to monitor and report on democratic governance and human rights issues across health, education, election and gender sectors. We will empower and work with rural communities and civil society agencies to take actions in solving their own community related problems using community led approaches and tools such as: Advocacy and Lobbying, Legal Empowerment, and Citizen's Voice and Action. Therefore, in order to drive sustainable community change, NMDHR will undertake research to have an in-depth understanding of issues relating to operational sectors. We will ensure community ownership, transparency, active participation and inclusiveness in our programmes. In cases, where NMDHR is no longer operating in the community, the communities are empowered to take action for sustainable development.





# Goal, Strategic Objectives and Actions

NMDHR will focus on this strategic goal, objectives and actions for the next five years

**Strategic Goal:** NMDHR becoming the Go-To civil society organization in Sierra Leone on Human Rights, and Democratic Governance in the following years.

## Strategic Objectives

1. To enhance citizen's participation, protect civic space and promote good governance.

2. To advance sustainable development through Human Rights and Justice.
3. To enhance more resilient and disaster affected communities.
4. To strengthening the capacity and improve on internal controls, systems and process.
5. To improve on organizational effectiveness, efficiency for sustainable growth

## Strategic Pillar 1: Democratic Governance and Policy Reforms

Strategic Objective 1: Enhance citizen's participation, protect civic space and promote good governance		
Target: Women, Girls and PWD's		
Sub-Objectives	Key Performance Indicators	Action
Enhance the level of women's and persons with disability participation in governance and protection from gender-based, and other forms of violence	<ul style="list-style-type: none"> <li>- % of women appointed into leadership and governance positions at all level.</li> <li>- % of PWD's elected/appointed into leadership and governance positions at all level.</li> <li>- # of training leadership and governance sessions held</li> <li>- # of policy dialogue organised</li> <li>- % reduction of violence against women and girls</li> <li>- # of cases admitted, mediated, resolved and referred.</li> <li>- # of media sessions held</li> </ul>	<ul style="list-style-type: none"> <li>• Organise leadership training sessions</li> <li>• Organise dialogue community sessions</li> <li>• Organize community outreach session and public education</li> <li>• Embark on media engagement and talk shows</li> <li>•</li> </ul>
Stronger laws, policies and practices protect the right to participate and civic space, including online, and the environment for civil society is increasingly safe and enabling.	<ul style="list-style-type: none"> <li>- Level of contribution to laws and policy conservation</li> <li>- Level of free speech</li> <li>- # of public education sessions on laws and policies held</li> <li>- # of advocacy or campaign held</li> </ul>	<ul style="list-style-type: none"> <li>• Organise public education session</li> <li>• Mobilise CSO, women's group &amp; the media</li> <li>• Monitor media and CSO's spaces</li> <li>• Advocacy for policy review, formulation and popularization</li> </ul>
Promote free, fair and transparent electoral process	<ul style="list-style-type: none"> <li>- % of citizen's acceptance of the polling result</li> <li>- % of eligible voters who participated in the process of</li> <li>- # of registered voters including first time voters</li> <li>- # of media sessions held</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in the EMB meetings</li> <li>• Observe and Monitor electoral cycle and events</li> <li>• Embark on public education and media engagement</li> </ul>
Promotion of democratic governance and the rule of law to strengthen democratic institutions and the advancement of human rights.	<ul style="list-style-type: none"> <li>- Level of engagement in civic education</li> <li>- # of sector monitoring visits held</li> <li>- Proportion of strengthen democratic institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Organize civic education sessions</li> <li>• Embark on monitoring visits</li> </ul>



## Strategic Pillar 2: Human Rights and Justice

Strategic Objective 2: Advance sustainable development through human rights and justice		
Sub-Objectives	Key Performance Indicators	Action
Provision of Compliant and redress mechanism to victims and accountability for human rights violations, including for economic and social rights	<ul style="list-style-type: none"> <li>- Proportion of Economic and Social rights violation addressed</li> <li>- # of national dialogue on sustainable development</li> <li>- Proportion of high profile judicial matters without political interference</li> <li>- % of Population Living below Poverty Line</li> <li>- % of criminal prosecutions</li> <li>- Proportion of human rights violations against women and girls</li> <li>- Proportion of victims received services after being abused</li> <li>- % of violation on women and girls</li> </ul>	<ul style="list-style-type: none"> <li>• Engage stakeholders of the Human Rights Commission of Sierra Leone, and other Human Rights organizations</li> <li>• Organized community action engagement with strategic community stakeholders</li> <li>• Strengthen CSOs, CBOs and coalition</li> <li>• Support actions to strengthen independent judicial authorities and oversight mechanisms.</li> <li>• Establish complaint and redress mechanism, case management and community accountability platforms</li> <li>• Advocate for the establishment of independent individual complaint mechanisms and in HRCSL to support families of individuals who allege their human rights have been violated by law enforcement.</li> </ul>
Promotion of primary healthcare services, including sexual and reproductive health policies, comply with international human rights standards and provide non-discriminatory access, especially to children, adolescents, and women	<ul style="list-style-type: none"> <li>- % of Mortality Rate for Under 5 Years Old</li> <li>- % of Population with Access to Primary Health Care Facilities</li> <li>- % of Contraceptive Prevalence Rate</li> <li>- % of Population with Access to Safe Drinking Water</li> </ul>	<ul style="list-style-type: none"> <li>• Engage community healthcare workers, FMC's, and pregnant women and lactating mothers for improve clinic attendance</li> <li>• engage the ministry of water resource, and other strategic water service delivery agencies for improved water supply</li> </ul>
Promotion of access to free and quality education for all	<ul style="list-style-type: none"> <li>- Proportion of children with access to free and quality education</li> <li>- Proportion of children drop out of school</li> <li>- Proportion of children retain in school</li> <li>- Proportion of children attendance school regularly</li> <li>- Proportion of children promote from one class to another</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring of school supplies</li> <li>• Public education on radical inclusion</li> <li>• Establish complaint mechanism for reporting</li> <li>• Engage with national and community stakeholders on issues</li> </ul>
Environmental and climate policies and plans increasingly respect, protect and fulfil human rights, guaranteeing those affected access to information, decision-making, public participation and remedies	<ul style="list-style-type: none"> <li>- % of Total Population Living in Coastal Areas</li> <li>- % of Population with Adequate Sewage Disposal Facilities</li> <li>- % of Emissions of Greenhouse Gases</li> <li>- Consumption of Ozone Depleting Substances</li> </ul>	<ul style="list-style-type: none"> <li>• Engage inhabitants of slum communities, and coastal areas</li> <li>• Engage the ministry of works and public asset, and the Municipal councils for improved sewage system across the country</li> <li>• Engage the ministry of energy, and other strategic stakeholder in the energy sector</li> </ul>
Justice mechanisms, including for transitional justice, provide increased accountability for conflict-related violations	<ul style="list-style-type: none"> <li>- % of community dialogue held</li> <li>- % increase access to justice for rural communities</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>• Organize dialogue and mediation meetings</li> <li>• Organize public education on peaceful co-existence</li> </ul>

Improved judicial and justice system	<ul style="list-style-type: none"> <li>- Proportion of backlog cases and adjournment verified and documented</li> <li>- Proportion of communities knowledgeable of the legislation and policy on legal aid</li> <li>- Proportion of Human rights CSOs Knowledgeable in court monitoring and judicial proceeding were necessary and make commitments</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor and evaluate court proceedings and case management</li> <li>• Facilitate public consultation on customary laws and their application.</li> <li>• Make recommendations for improved access to justice</li> <li>• Develop a monitoring framework to monitor court proceedings</li> <li>• Sensitize communities on the legislation and policies on legal aid</li> <li>• CSO formed into a coalition to monitor court activities in their respective targeted communities</li> </ul>
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### Strategic Pillar 3: Community Resilient and Recovery

Strategic Objective 3: Enhance more resilient disaster-affected communities		
Sub-Objectives	Key Performance Indicators	Action
Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in Sierra Leone.	<ul style="list-style-type: none"> <li>- Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies.</li> <li>- # of deaths, missing persons and directly affected persons attributed to disasters</li> <li>- % of the administrators of secondary schools, tertiary institutions in the country raise awareness of disaster management.</li> </ul>	<ul style="list-style-type: none"> <li>• Build strong relationship with the National Disaster Management Agency and other disaster risk mitigation organizations</li> <li>• Advocate for climate change measures in national policies, strategies and planning</li> <li>• Community sensitization and awareness of a reduction in the risk of suffering</li> <li>• organizing information about annual damages and deaths</li> </ul>
Advocate for the protection of terrestrial, marine biodiversity and ecosystems	<ul style="list-style-type: none"> <li>- % decrease use of fossil fuel, and temperature over land</li> <li>- % increased citizens knowledge of climate change</li> </ul>	<ul style="list-style-type: none"> <li>• Organize campaign on effective use of fossil and fuel over land</li> <li>• Public education on environmental conservation and adaptation</li> </ul>
Build resilient rural communities and community based organisations	<ul style="list-style-type: none"> <li>- Proportion of communities lead and participate in humanitarian response</li> <li>- % of equitable and complementary partnerships between local, national and international actors</li> <li>- Proportion of national actors define and lead on humanitarian action</li> </ul>	<ul style="list-style-type: none"> <li>• Support National civil society coordination mechanisms and communities to source funds and have technical capacity to operate in humanitarian response</li> <li>• Promote empowerment and decision-making of local and national actors within partnership</li> </ul>
Promote community solutions and sustainability	<ul style="list-style-type: none"> <li>- Proportion of communities solutions to address</li> <li>- % increased number of national and local organisations describing financial independence that allows them to respond more efficiently</li> <li>- Proportion of Local and national organisations are able to respond effectively and efficiently, and have targeted and relevant support from international actors</li> </ul>	<ul style="list-style-type: none"> <li>• Support international actors and strengthen national leadership</li> <li>• Help Local and national actors lead response and dominate decision-making</li> <li>• Work with International actors and respect in-country leadership structures and mechanisms</li> </ul>



## Strategic Pillar 4: Capacity Strengthening and Support for NMDHR Network Members

Strategic Objective 4: Strengthen the capacity and improve on internal controls, systems and process of human rights organisations and democratic institutions		
Sub-Objectives	Key Performance Indicators	Action
Empower CBO's, CSOs and Coalition	<ul style="list-style-type: none"> <li>- % level of support provided</li> <li>- % of capacity assessment conducted</li> <li>- # of improvement plan developed</li> <li>- Proportion of actions implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct capacity assessment</li> <li>• Develop improvement plan</li> <li>• Provide technical support for partners</li> <li>• Delivery trainings and consultancies</li> <li>• Monitor and review plans</li> </ul>
Strengthen mutual sustainable engagement and partnerships	<ul style="list-style-type: none"> <li>- Proportion of external and internal stakeholders who can articulate NMDHR vision and work</li> <li>- Proportion of coalition and partnership in health, education, election and gender at national and international level</li> <li>- Number of partners with operational MoU</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct induction/ meetings for internal partners</li> <li>• Showcase and share work, learning and research with external partners</li> <li>• Organise joint programmes with partners</li> <li>• Develop, sign and track MoU</li> </ul>
Strengthening Internal Processes	<ul style="list-style-type: none"> <li>- % of improvement on internal and external assessments</li> <li>- Proportion of recommendations implemented by partners</li> <li>- % of system reviews conducted for agency and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct regular internal and external due diligence and audits</li> <li>• Monitor implementation of recommendations</li> <li>• Conduct review and provide feedbacks</li> </ul>

## Strategic Pillar 5: Organizational Effectiveness

Strategic Objective 5: Improve on organizational effectiveness, efficiency for sustainable growth		
Sub-Objectives	Key Performance Indicators	Action
Growth and diversify income	<ul style="list-style-type: none"> <li>- % growth of grants portfolio</li> <li>- % growth of local income of CBOs</li> <li>- % growth of annual budget</li> <li>- % growth in revenue from gift in kind</li> </ul>	<ul style="list-style-type: none"> <li>• Map-out donors and partners</li> <li>• Develop fundraising funnel</li> <li>• Design and submit proposals</li> <li>• Organize fundraising events</li> </ul>
Strengthen cooperate governance	<ul style="list-style-type: none"> <li>- Acceptable rating for board performance assessment</li> <li>- Proportion of board members that are leveraging their networks for resource mobilization</li> <li>- Proportion of board recommendation to management that are related to No strategy implementation, performance, risks and critical emerging issues</li> </ul>	<ul style="list-style-type: none"> <li>• Organise Bi-annual board meetings</li> <li>• Conduct board assessment</li> <li>• Involve board on fundraising and proposal design and development</li> <li>• Organise donor retreat</li> </ul>
Improve business process to ensure efficiency, effectiveness and economy	<ul style="list-style-type: none"> <li>- % of cost reduction in key processes</li> <li>- % improvement in turnaround time for key services</li> <li>- Proportion of agency risks identified and mitigated within the slated timeline</li> </ul>	<ul style="list-style-type: none"> <li>• Track costs of key process</li> <li>• Develop and track timeline for key service delivery</li> <li>• Develop and track risk register</li> </ul>
Strengthen Results and accountability process	<ul style="list-style-type: none"> <li>- Proportion of programmes constantly achieving acceptable monthly, quarterly and yearly performance standards</li> <li>- Proportion of programmes constantly tracking 100% national level indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct quality assurance check</li> <li>• Conduct grant management review</li> <li>• Collect National level indicator data</li> </ul>



# Demonstrating Impact and Sharing Knowledge (MEAL)

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The organisation is focused on external impact. As a learning organization, we will further develop our system to measure our impact, effectiveness and efficiency through systems for monitoring, evaluation, accountability and learning (MEAL) so that we create for ourselves evidence and spaces for reflection and accountability, and refinement for our work, our strategies and our partnerships. Enhancing our MEAL systems will strengthen our model of transformational and systemic change and the strategic coherence of accepted international standards. We will use MEAL to proactively align our thematic and operational strategies to our theory of change. We will refine and, where necessary, develop indicators that enable learning from the delivery of our strategy for the coming four years, focusing on impact, outcomes and outputs relevant to the whole organisation. We will also improve processes to collect, understand, share and manage data that can monitor and convey our impact and facilitate learning.

## Finance and Fundraising

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Our overall growth in this strategic plan period will be constrained and bound by our ability to raise unrestricted funds to invest in our support and management functions to ensure balanced growth. Our ambition will be to increase our impact through income growth of around 10-15% each year. At least 50% of this growth must be in unrestricted income, and overall growth will be constrained if unrestricted income is not available.

By meeting a 50% unrestricted income contribution target for new projects, we can continue to strengthen our core work and support our national team's ability to be agile and responsive to the evolving needs of our work and those of our partners and allies.

In order to achieve this growth, we will need to increase our fundraising, finance and personnel capacity. In addition, further investment in communications will be required to promote visibility of the organization and our allies and partners, with a view to increasing opportunities for fundraising.





# Annex

## Highlight of Achievements

Year	Activity	Outputs	Outcomes	Constraints
2022	Covid 19 Grassroots Justice Fund for enhancement of peaceful coexistence between Citizens and security apparatus in the implementation of Government Covid-19 regulations	<ul style="list-style-type: none"> <li>• 26 traders access confiscated goods from metropolitan police</li> <li>• Facilitate the return of 8 Drivers license from police officers</li> <li>• Contribute to the removal of night curfew</li> <li>• Providing legal aid to 500 community beneficiaries in quarantine homes</li> <li>• Facilitate the release of 19 bike riders from police cells</li> </ul>	<ul style="list-style-type: none"> <li>• Improved awareness raising and sensitization</li> <li>• Leverage interactive and dialogue platform between citizens and security personnel</li> <li>• Improved access to facilities by covid-19 survivors</li> </ul>	<ul style="list-style-type: none"> <li>• Government restriction on movement (inter-district lockdown)</li> <li>• High Inflation to procure project materials</li> </ul>
2021	Legal Empowerment and Accountability for Effective Primary Healthcare Delivery	<ul style="list-style-type: none"> <li>• Community Paralegals trained Legal Empowerment 8 community paralegals and 4 staff trained on laws and processes that promote and protect people's rights</li> <li>• 17 CHWs trained on primary healthcare laws and policies; and community mobilization</li> <li>• 34 Facility Management Committee members trained on Primary Health Policies and facility management</li> </ul>	<ul style="list-style-type: none"> <li>• Improved health outcomes of pregnant women, teenage &amp; lactating mothers, and PWDs</li> <li>• Improved community healthcare accountability, affordability and accessibility</li> <li>• Increased citizens knowledge on relevant healthcare laws and policies</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional barriers</li> <li>• High community expectation</li> <li>• Low Community Action</li> </ul>
2018	Empowerment and Accountability for Effective Primary Healthcare Delivery in Luawa Chiefdom, Kailahun District.	<ul style="list-style-type: none"> <li>• Community 8 Paralegals trained on primary healthcare laws and policies</li> <li>• 17 CHWs trained on primary healthcare laws and policies for effective community mobilization</li> <li>• 34 FMC members trained on facility management</li> </ul>	<ul style="list-style-type: none"> <li>• Increased knowledge on healthcare laws and policies</li> <li>• Increase knowledge on facility management by FMC members</li> </ul>	<ul style="list-style-type: none"> <li>• High community expectations</li> <li>• Traditional barriers</li> <li>• Poor road network</li> <li>• Late disbursement of donor funds.</li> </ul>
2016	Community Monitoring for Accountable and Effective Service Delivery in the Health Sector	<ul style="list-style-type: none"> <li>• Baseline report</li> <li>• 40 Trained community health monitors</li> <li>• Trained Community Health Workers (CHWs)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased community participation in healthcare service delivery</li> <li>• Reduced drug theft</li> <li>• Reduced infant and maternal death</li> </ul>	<ul style="list-style-type: none"> <li>• Poor road network</li> <li>• Traditional barriers</li> <li>• High community expectations</li> </ul>
2014	Strengthening the Capacity of Community Based Organizations to monitor and Hold	<ul style="list-style-type: none"> <li>• 150 Community-Based Organizations trained on Public Financial Management</li> <li>• 18 Local Court officials trained on Public Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>• Increased transparency and accountability in public institutions</li> <li>• Reduced exorbitant fines by local court officials</li> </ul>	<ul style="list-style-type: none"> <li>• Low community participation</li> <li>• Low level of community awareness on</li> </ul>

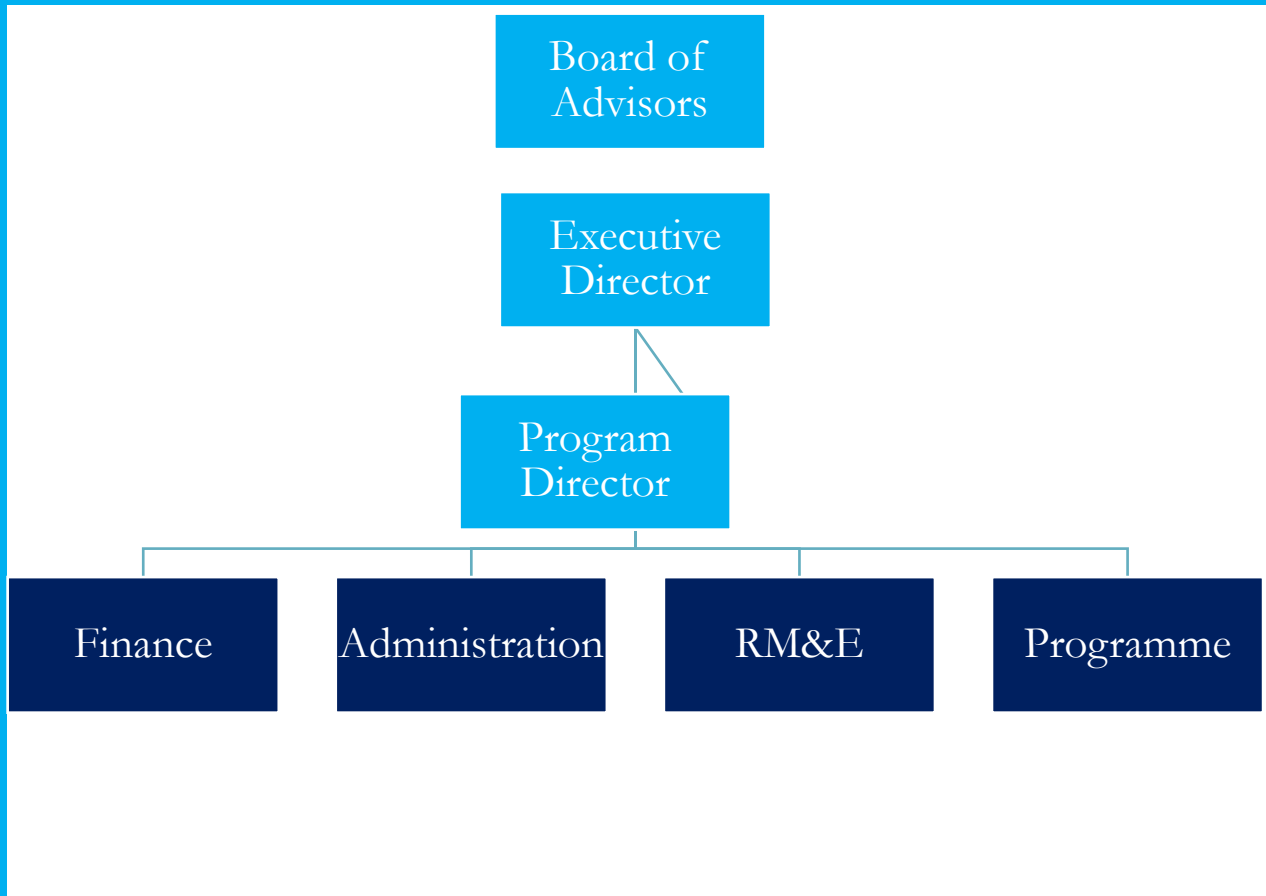


	Informal Justice Institutions Accountable	<ul style="list-style-type: none"> <li>• Baseline report</li> <li>• Training manual developed</li> <li>• 40 Community monitors trained on monitoring of Local Court</li> </ul>		local court
2012	National Advocacy for Health Care Services for rural pregnant women, lactating mothers and victims of teenage pregnancy	<ul style="list-style-type: none"> <li>• Baseline report</li> <li>• IEC materials developed</li> <li>• Training manual developed</li> <li>• TOT for DHMT</li> <li>• TBAs trained on SRH</li> </ul>	<ul style="list-style-type: none"> <li>• Teenage pregnancy and teenage motherhood reduced</li> <li>• Traditional leaders &amp; communities accept</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional views on child bearing</li> <li>• Home compromise on teenage pregnancy cases</li> <li>• Mass literacy</li> </ul>
2011	Creating platform for youths to engage their elected representatives on the poor road network in Kailahun District	<ul style="list-style-type: none"> <li>• Youth and Community representatives Capacitated to engage their elected representatives on the development of their communities</li> </ul>	<ul style="list-style-type: none"> <li>• Proactive development committee (s) formed to monitor development activities in Kailahun District</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate Logistic support (e.g., mobility to development activities in the district</li> </ul>
2009 – 2011	Enhancing the capacity of religious leaders to preach violence against women	<ul style="list-style-type: none"> <li>• Enhanced knowledge of 600 religious' leaders on VAW</li> </ul>	Religious Leaders preaching on VAW in their various places of worship	<ul style="list-style-type: none"> <li>• Traditional and cultural values</li> </ul>
2008-2010	Women raise their voice against women	<ul style="list-style-type: none"> <li>• Kailahun Kenema and Kono District</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced cases of violence against women,</li> <li>• Increase inheritance right to access husband's property</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional and religious belief</li> </ul>
2007	Conducted an assessment survey on human trafficking	<ul style="list-style-type: none"> <li>• 62 cases of human trafficking identified in the three Kissi chiefdoms in Kailahun district</li> <li>• Produced report on trafficking</li> </ul>	CSOs and community people knowledgeable on human trafficking	<ul style="list-style-type: none"> <li>• Logistics and Communication Facilitations</li> </ul>
	Participated in a Forum for African commission on Human Rights by CARE Int.	<ul style="list-style-type: none"> <li>• Knowledgeable in how African commission operates, Human Right charter and challenges in the domestication of the Rome statute</li> </ul>	Established Sierra Leone Charter for the ICC (i.e., SLCICC) experience in international travel	<ul style="list-style-type: none"> <li>• Limited travel experience and logistics</li> </ul>
2004	Monitored and observe the 2004 Local Council elections	<ul style="list-style-type: none"> <li>• Elections observed and incidences documented</li> </ul>	Minimal election malpractices and documentation of electoral events	<ul style="list-style-type: none"> <li>• Human Resources, logistic and financial support</li> </ul>
2003	Reconciliation of ex-combatant and non-combatant	<ul style="list-style-type: none"> <li>• Ex-combatant, families &amp; community aware of the need to reconcile</li> </ul>	Ex-combatant reintegrated in their communities in	<ul style="list-style-type: none"> <li>• Logistics</li> </ul>
2002	Registration of NMDHR	<ul style="list-style-type: none"> <li>• Govt grant NMDHR certificate of recognition</li> </ul>	Operate at national level	<ul style="list-style-type: none"> <li>• Inadequate logistics</li> </ul>

## Leadership Structure

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NMDHR is made up of the Board of Advisors, the Management Team and the Operational Team. The Board of Advisors serves as moral guarantor and provides technical advice and support to the management team. The management team comprises of the Executive Director, Programme Director, Head of Finance and Head of Administration and M&E Lead. The operational team comprises of program officers, paralegals and interns/volunteers. The organization has four major departments including finance, administration, Research, monitoring and evaluation and Programme.



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