



NATIONAL
COALITION OF
HUMAN
RIGHTS
DEFENDERS
UGANDA

ADVOCACY STRATEGY

NATIONAL COALITION FOR HUMAN RIGHTS DEFENDERS

January, 2024

Acronyms

AU	African Union
CSO	Civil Society Organization
CDO	Community Development Officers
EOC	Equal Opportunities Commission
HRDs	Human Rights Defenders
JLOS	Justice Law and Order Sector
LASPNET-Uganda	Legal Aid Service Providers Network-Uganda
MOU	Memorandums of Understanding
MDA	Ministries Departments and Agencies
NCHD	National Coalition of Human Rights Defenders

Acknowledgement

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Working Terms As Used In The Plan

TERM	MEANING
Capacity	Capacity represents the resources (human, financial, material, and technical) available to a system, program or organization that enables it to perform and meet its objectives; also, the knowledge, skills and abilities that enable an individual to perform a task or fulfill a role.
Capacity Strengthening	A multi-step, collaborative process that improves the ability of a system, organization or individual to meet objectives and perform better.
Stakeholder	Any group or individual who can affect or is affected by the achievement of a program's objectives.
Sustainability	An organization's ability to fulfill its purpose and serve its beneficiaries over the long term and to generate the funds necessary to do so. It may also refer to whether an individual project or program can continue after a grant or contract period ends.
Human Rights Defenders	HRDs refers to people who, individually or with others, act to promote or protect human rights in a peaceful manner.

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PART I:

INTRODUCTION TO THE ADVOCACY STRATEGY

This strategy is based upon and seeks to contribute to realizing NCHRD's mission, vision and objectives.



Vision:

A society that upholds the rights and freedoms of every human rights defender

Mission:



To protect and promote the work of HRDs in a safe and secure environment through linkages with national, regional, and international like-minded entities

Core Values:



Integrity, Inclusiveness, Confidentiality, Transparency and Responsiveness.

Organisational objectives:



- To create an avenue for collective response to threats against HRDs
- To coordinate other civil society organizations in promoting safety and security of HRDs.
- To improve protection mechanisms, safety, and security of HRDs in Uganda individually and at organizational level.
- To advocate and raise public awareness and profiles of HRDs in the country.

The Strategy also rests on the Coalition's core values of integrity, inclusiveness, confidentiality, transparency and responsiveness. Despite the progress that has been achieved in extending the frontiers of the general civic space and operational environment of HRDs in Uganda, there are a lot of efforts needed to sustain and expand that progress. There has, for example, been a systemic observable spike in threats against the HRDs with more negative focus on those working on governance, accountability, land rights, and environmental rights clothed in hostile State practices. A summary of the identified key overlapping problems that confront the sector and largely informing the advocacy strategy to surmount them is summarized below.

1.1 THE EMERGING PROBLEMS

For purposes of this advocacy strategy, the identified problems are three-fold:

- I. **Hostile state practices:** A restrictive operational framework that is characterized by inhibitive state practices, including threats, intimidation, physical attacks, and criminal charges.
- II. **Lack of public support and recognition of HRDs:** There is limited, almost negligible public recognition of the valuable role of human rights defenders, which is an essential element in ensuring their protection. It is a first step towards preventing or at least reducing threats and risks against them. This lack of public support is evident when the public looks on passively as HRDs are faced with physical violence against them.
- III. **Restrictive policy and legal frameworks:** A number of laws have been crafted over time that continue to cause restrictions against the HRDs, consequently curtailing their work. Hence, the policy and legal frameworks remain hostile to the flourishing of HRD rights and the protection of civic space. Prominent among these include the Non-Government Organisations Act, passed into law in 2016, which establishes a highly restrictive control framework over NGOs, including an NGO Bureau that has extensive powers, including the revocation and/or de-registration of an NGO. These laws are enforced aggressively by a number of institutions, including the Financial Intelligence Authority (FIA), the Uganda Police Force, Resident District Commissioners (RDC), among others.

1.2 ADVOCACY STRATEGY GENERAL AND SPECIFIC OBJECTIVE/S

This strategy is built around the goals in the organization's strategic plan. The guiding goal in that plan is to have Human Rights Defenders fully recognized by 2026. The plan also envisions that the organization will be promoting and protecting human rights within an enabling environment. To achieve the above, there are specific objectives that will have to be achieved in the span of that five-year plan:

- a) Raise the profile of human rights defenders in Uganda by 2026, while supporting their collective evidence-based influence initiatives, at national, regional, and international levels;
- b) Establish and maintain a high-level performance coordination system that enhances member satisfaction and their collective success concerning prioritized issues;
- c) Improve availability, access, timelines, and utilization of emergency response and protection services to HRDs by 2024, with a comprehensive and accessible system in place by 2026.

PART II:

STAKEHOLDER MAPPING FOR THE STRATEGY

2.0 INTRODUCTION

This section is a mapping of the stakeholders that are central to the achievement of the advocacy objectives of the Coalition. These stakeholders are identified in the context of the power and influence these groups and individuals have over the HRDs and their work. The following categories of stakeholders are at various and different levels of knowledge, sensitization, and awareness on issues concerning HRDs. In the same vein, the HRD fraternity is at various levels of collaborations coordination and networking, with some requiring more robust measures to deepen these collaborations.

2.1 STAKEHOLDER GROUPING

These stakeholders are represented in five groups based upon their levels of interest and power.

- I. **Group I:** The first group details the stakeholders with high power and low interest. These, some duty bearers, are vital for the coalition for once their needs are met (e.g. through sharing of information on the work of the HRDs), they can easily have their interest in the fraternity heightened.
- II. **Group II:** This group is comprised of stakeholders with high-power and high interest in the issues of HRDs. These stakeholders are central to the advocacy interests of the Coalition because they can use their power and interest to influence (positively or negatively) the operational terrain of the HRDs. These are key players, some duty bearers by law, that must be engaged closely and consistently.
- III. **Group III:** This group is comprised of stakeholders with low power and low interest. These groups will likely have very little effect on the advocacy ambitions of the HRD fraternity. Minimal resources should be used when engaging them.
- IV. **Group IV:** This group consists of stakeholders with low power, but with high interest in the work of HRDs. There should be consistent engagement with these stakeholders as they can be useful in offering support to the fraternity of HRDs.
- V. **Group V:** This group is the primary constituency of the Coalition which is comprised of 200 NCHRD-U member institutions and individuals, as well as NCHRD-U

established structures including the Board of Directors, Technical Thematic Working Group, Sub-Regional Coalitions, Referral Networks, and Regional Focal Persons. Like-minded organisations, such as Defend Defenders are also included in this group.

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<p>GROUP I:</p> <p>High Power/Low Interest Stakeholders</p>	<p>GROUP II:</p> <p>High Power/High Interest Stakeholders</p>
<ol style="list-style-type: none"> 1. Equal Opportunities Commission; 2. Parliament <ul style="list-style-type: none"> • <i>Parliamentary committee on human rights;</i> • <i>Legal and Parliamentary Affairs Committee;</i> 3. Professional bodies: <ul style="list-style-type: none"> • <i>National Youth Council;</i> • <i>Uganda Law Society;</i> • <i>Uganda Medical Association.</i> 4. Faith/Religious based institutions such as Inter-religious Council (IRCU); 5. Cultural/traditional institutions and community leaders and elders. 6. General public at the lowest community level. 7. Uganda Judicial Officers Associations and generally the Judiciary. 	<ol style="list-style-type: none"> 1. Ministry of Internal Affairs 2. The NGO Bureau; 3. The Ministry of the Presidency; <ul style="list-style-type: none"> • <i>Resident District Commissioners (RDCs);</i> 4. The Financial Intelligence Authority (FIA); 5. The Uganda Police Force (UPF) <ul style="list-style-type: none"> • <i>The Legal and Human Rights Advisory Services Directorate;</i> • <i>The Professional Standards Unit (PSU);</i> • <i>The Human Rights Desks within the Police Stations;</i> 6. Uganda Peoples' Defence Force (UPDF); <ul style="list-style-type: none"> • <i>The Human rights directorate of the UPDF;</i> • <i>The Human Rights Desk of the Chieftaincy of Military Intelligence (CMI);</i> 7. Ministry of Justice and Constitutional Affairs (MOJCA); <ul style="list-style-type: none"> • <i>Human Rights Desk of the MOJCA;</i> • <i>Human Rights and Accountability Working Group.</i> 8. Ministry of Foreign Affairs (MOFA); <ul style="list-style-type: none"> • <i>Directorate of regional and international human rights relations;</i> • <i>The Inter-Ministerial Committee on the UPR;</i> 9. Uganda Human Rights Commission (UHRC). 10. Cabinet -Standing Committee on Human rights comprised of MOFA, MOJCA, MOIA, MOLG, MODVA, NRM Secretariat (Ex-Officio) & Chief Govt Whip 11. UN Treaty bodies 12. UN Charter based mechanisms such as the HRC, Special Rapporteur's of different thematic areas, different thematic working groups. 13. Regional mechanisms-ACHPR including its mechanisms Special Rapporteur's of different thematic areas, different thematic working groups, ACHPR. 14. Local Government Political leadership including the Local Council I, II and III and LC V and the Resident District Commissioners (RDCs).

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GROUP III: Low Power, Low Interest Stakeholders	GROUP IV: Low Power/High Interest Stakeholders
<ol style="list-style-type: none"> 1. Private Sector Foundation (PSFU); 2. District Technical Actors including for example Community development officers, Probation officers etc. 	<ol style="list-style-type: none"> 1. Media Fraternity <ul style="list-style-type: none"> • Media Houses (Print & Electronic); • Bloggers & Influencers; • Human Rights Network for Journalists; • Community radios; • Television media houses; • Print media (Newspapers). 2. Development partners such as donors, embassies, International NGOS, Philanthropist groups Diplomatic missions; 3. United Nations agencies such as the Office of the High Commissioner for Human Rights. 4. Civil Society Organisations, Community Based organisations, members of the academia etc.

2.2 MONITORING AND EVALUATION PLAN OF THE STRATEGY

The need for a monitoring and evaluation plan to assess the progress of the implementation of the advocacy strategy is critical. It is important to note that the matrix below includes both indicators and the means of verification we will be using. These metrics will help us determine the effectiveness of change, implementation of our advocacy objectives, and activities that will allow us to track impact. The monitoring shall be a continuous process conducted by relevant officers in the Coalition and will include periodic reviews.

PART III:

ADVOCACY STAKEHOLDER ANALYSIS FRAMEWORK

The strategy provides a detailed analysis of the above stakeholders mapping that is critical to the achievement of effective and efficient advocacy. Herein are the identified potential allies or resisters to the agenda of extending the frontiers of civic space and promotion and protection of the rights of HRDs at their various levels in their diverse geographical areas of operation and spheres of defended rights. The individuals below and the identified institutions will be targeted through diverse advocacy initiatives. These identified groups have been merged into three larger categories of stakeholders:

- a) **The public:** (or definite sections of it who shall be targeted in general) Everyday Ugandan citizens whose lives are improved by the work of HRDs, but who may not yet understand the important role that they play, HRDs' rights and obligations and why they (Public) must support the HRD cause especially in the event of State threats against them);
- b) **The policy influencers:** Members of the media/journalists, various influential community leaders including traditional leaders, business and community leaders, thought/opinion/religious leaders, other advocacy organizations, development partners etc.
- c) **The decision makers:** Elected officials, political leaders, technocrats, government bureaucrats /administrators, judges, law enforcement officials etc. These are people or groups whose work brings them into contact with HRDs and hence have ability by their decision-making power to either restrict or expand civic space for HRDs work).

Whereas the groups above are divergent, some of the advocacy initiatives proposed will use overlapping messages to reach more than one group at a time. A more detailed analysis of the various identified stakeholders can be found below.

STAKEHOLDER ANALYSIS:

IDENTIFIED POTENTIAL PARTNERS AT VARIOUS LEVELS OF ADVOCACY AND ALLIANCE BUILDING

STAKEHOLDER	POTENTIAL ROLE/ JUSTIFICATION	MODE OF STRATEGIC ENGAGEMENT
<p>A. MEMBERS OF THE PUBLIC:</p> <p>WHY:</p> <p>The focus here would be to work with the public, awakening them to the role of HRDs within their communities and enlisting members of the public as a crucial group to the defence of HRDs and ambassadors of HRDs and their role in defending human rights of the masses. The public is essential in cultivating a working environment for HRDs that is conducive to their work. Thus, there is need to tackle and overcome deep-seated communal attitudes that may include resistance to HRDs as western operators, with an agenda of distorting the so-called African values as the narratives have often been carried around. By focusing on the public, the strategy is aiming at the raising of the profile of the HRDs within the public domain so as to anchor on their support in the promotion and protection of HRD rights and civic space.</p>		
<p>1. Religious/ faith leaders in their various denominations.</p>	<p>This group has been proven to have more critical influence not only over the public, as their congregants but also over the general administrative government structures right from the central to the local government.</p>	<p>3. Targeted sensitization and awareness sessions to faith/religious leaders on HRD rights and civic space generally to promote and protect these rights.</p> <p>Channels:</p> <p>Mass media such as community radios, television, art and drama and shared IEC materials on HRD rights.</p> <p>b) Strategic partnership with the umbrella bodies of religious leaders-the Inter-Religious Council of Uganda (IRC-U).</p> <p>Channels: Consider entering an MOU with IRC-U to work together on mutual areas of interest.</p>
<p>2. Traditional / Cultural leaders (to the lowest level of power-the clan heads in some particular regions where this set-up obtains).</p>	<p>The general traditional and cultural leadership fraternity that is often composed of men, mostly operational in upcountry can be a big blockade to HRDs especially in relation to defending particular groups of rights such as customary land rights. The situation can be worsened in relation to their sentiments against women HRDs.</p>	<p>4. Targeted sensitization and awareness sessions to faith/religious leaders on HRD rights and civic space generally to promote and protect these rights.</p> <p>Channels:</p> <p>Mass media such as community radios, television and shared IEC materials on HRD rights, where necessary produced in local languages.</p> <p>b) Strategic partnership with the umbrella bodies of traditional/ cultural leaders-at the local government level.</p> <p>Channels: Consider entering MOUs with cultural institutions (preferably region based or clan based) to work together on mutual areas of interest; Consider official courtesy visits with HRD delegations meeting representatives of these cultural/ traditional groups.</p>

3. Wider Community/public	<p>The general public, broken down into local communities need to be targeted for mind-set transformation, for them to better appreciate the role of HRDs, among other aspects. And more critically, how the public can make the work of HRDs easier, with legitimacy through supporting them against unwarranted State interference.</p>	<p>5. Community sensitization and awareness sessions on the concept of HRDs and their obligations as a community to promote and protect these rights and the role of the communities in creating a conducive environment for the effectiveness of HRDs in their work.</p> <p>Channels:</p> <p>Social media, Brochures, Mass media such as community radios, Community meetings/Barazas, drama, commemorative days' outreaches etc.</p>
<p>B. LOCAL GOVERNMENT</p> <p>The Focus on the local government is based on the reality that they hold power and are situate in proximity positions of decision making and thus making them as indispensable participants, partners and leaders in advocacy for HRD rights and a better working environment at the local level. When their consciousness about HRD rights is strengthened, local government systems can accelerate, respond faster, be accommodative and eventually be strategic partners in defending the role of HRDs. These have been further divided up into 4 groups namely-the technical arm, the political arm, law and order enforcement, and the judiciary operating at that level of decentralization.</p>		
1. District Technical Actors including for example Community development officers, Probation officers, CAOs etc.	<p>These technocrats hold decision making power offices, some statutory bodies and can be great allies in not only providing a conducive working environment for HRDs but also being enlisted in defending rights and freedoms of other persons using their offices.</p>	<p>a) Capacity building for particular categories of technocrats at the Local Governments to better appreciate the concept of HRDs through targeted training aimed at also raising awareness.</p> <p>c) Petitions for action in case of violations of HRDs' rights or as allies in defending community rights as cases brought to their attention by HRDs;</p> <p>6. Influencing the development and adoption of By-Laws on civic space and other rights (or issuing affecting them) for categories of peoples defended by HRDs.</p> <p>7. Consider official courtesy visits with HRD delegations meeting Local government technocrats;</p>

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<p>2. Local Government Political leadership</p>	<p>This leadership is also part of the Compliance regime of the laws governing HRDs at the local level-mainly CBOs. But it also has influence over national NGOs/HRDs that work in the local areas. To this end, particular focus envisaged here is towards the Local Council I, II and III and LC V and the Resident District Commissioner (RDC) political heads including the associated local council courts that engage in adjudication of local disputes.</p>	<p>8. Capacity building for particular leaders of Local Governments to better appreciate the concept of HRDs through targeted training aimed at also raising awareness.</p> <p>c) Petitions for action in case of violations of HRDs' rights;</p> <p>d) Influencing the development and adoption of By-Laws on civic space and other rights for categories of peoples defended by HRDs.</p> <p>9. Consider entering MOUs with local government to work together on mutual areas of interest;</p> <p>f) Consider official courtesy visits with HRD delegations meeting Local government leaders;</p>
<p>3. Police (AND by extension, the military-UPDF and the intelligence agencies that work jointly with the police)</p>	<p>In particular the Uganda Police Force Professional Standards Unit (PSU); the Legal Advisory Services and Human rights Directorate, all of which have representation at the local regional and district level and have in the past proven to be a key ally of the Residential District Commissioners in countering HRDs during the execution of their work.</p>	<p>a) Capacity building for the Uganda Police Force Professional Standards Unit (PSU); the Legal Advisory Services and Human rights Directorate at the local level to best appreciate the HRD concept and their rights; the Human rights directorate of the UPDF; the Human Rights Desk of the Chieftaincy of Military Intelligence (CMI);</p> <p>b) Petitions for action in case of violations of HRD rights, directed to the District Security Committee.</p> <p>c) MOU with the aforementioned directorates for areas of mutual interest concerning HRDs.</p> <p>d) Establish annual or bi-annual/quarterly regional or district security agencies-HRDs breakfast interface to facilitate collaboration;</p> <p>e) Consider official courtesy visits with HRD delegations meeting RDC and district security committee.</p>
<p>4. Judiciary</p>	<p>Commencing at the local level with the Chief Magistrates and High Courts situate in districts. These are key in conflict/dispute resolution on a number of rights related contestations involving HRDs. They also issue judgements that could be detrimental to the work of HRDs.</p>	<p>a) Capacity building on the concept of HRDs and their role in the civil justice system as allies of Court/Judiciary;</p> <p>b) Strategic Interest Litigation on particular HRD rights;</p> <p>c) Petitions/Lobby meetings with Court registrars, heads of division, resident High Court judges, Chief Magistrates for Judiciary to prioritize cases of HRDs and general collaboration on areas of mutual interest that can be determined about HRDs' rights and freedoms.</p>

C. MEDIA		
a) Journalists working in the various media houses and platforms including radio, television, social media among others. This includes bloggers, vloggers etc.	Beyond enlisting them as allies in the quest for HRD rights and coverage of and amplifying the voices of the HRDs and what concerns them, journalists are also part of the HRD fraternity by virtue of their work.	<p>a) Capacity building on the concept of HRDs and how to report cases concerning civic space and HRDs;</p> <p>b) Strategic partnerships with media houses and journalists' umbrella bodies in the country on mutual areas of HRD/Media rights protection.</p> <p>c) Development and dissemination of strategic communication and information Media kits on HRDs: - press releases, feature stories, investigative stories and press briefings among other products;</p>
D. CIVIL SOCIETY ORGANIZATIONS AND LOCAL COMMUNITY GRASSROOTS ORGANIZATIONS		
a) These NGOs, CBOs, Academia, and the general civil society fraternity key players beyond the membership of the Coalition.	Offer collective and organized stakeholder engagement in support of and in solidarity with the HRD space and rights.	<p>a) Comprehensive and expansive Capacity Building for Civil society entities uninitiated in the concept of HRDs;</p> <p>b) Strategic collaborative partnerships with particular NGOs that are not necessarily into the HRDs spaces;</p> <p>d) Joint position papers and policy briefs for advocacy on HRD issues.</p>
E. THE PARLIAMENT		
The legislative and oversight/accountability role of the Parliament places it at a vantage point of entry for advocacy on HRDs through its various thematic and standing committees as well as the plenary.		
a) The Human Rights Committee of Parliament.	The Committee has oversight mandate on human rights issues generally in the country and can be an entry point for the HRD fraternity and their demands through a diversity of mechanisms.	<p>a) Consultative/lobby meetings with individual members of the Committee to be champions for HRD rights.</p> <p>b) Development and Sharing position papers/policy briefs calling for action on HRD related aspects of concern;</p> <p>c) Sharing latest data /evidence through publications such as reports, indexes and surveys to inform the work of the Committee on HRDs related issues.</p> <p>d) Development and petitioning the Committee through the submission of Policy reforms and influencing.</p>
b) The Legal and Parliamentary Affairs Committee of Parliament	The Committee provides oversight on legislative business of Parliament scrutinizing bills presented before parliament and providing a platform for citizenry input in the legislative process.	<p>a) Consultative/lobby meetings with individual members of the Committee to be champions for HRD civic space non-restrictive laws.</p> <p>b) Development and Sharing position papers/policy briefs calling for action on HRD related aspects of concern;</p> <p>c) Sharing latest data /evidence through publications such as reports, indexes and surveys to inform the work of the Committee on HRDs related issues and laws.</p> <p>d) Development and petitioning the Committee through the submission of Policy reforms and influencing.</p>

PART IV:

ADVOCACY FRAMEWORK

10. INTRODUCTION

This strategy focuses on the need to influence state and non-state actors' actions towards the promotion and protection of HRDs, while increasing recognition of their work and the important role they play in Uganda's development and general adherence to the rule of law and human rights. Ultimately, this should lead to improving the working environment of HRDs.

The overall objective of the advocacy strategy is to achieve a safe and supportive working environment for HRDs by advocating for a policy and legal framework that is facilitative of their work and rights. The strategy leverages the diversity of actors at various levels of power and influence that can be allied with, through a diversity of strategic actions to bring to achieve the great promise of Article 38 of the Constitution which guarantees the role of civic organisations (HRD institutions) as levers citizens can use to influence government at every level.

A broad range of activities that includes lobbying/strategic meetings, workshops, strategic impact litigation, awareness raising, sensitization of various groups of allies, outreach programmes, Barazas, radio talk-shows and seminars, and a package of HRD advocacy materials targeted to each audience, will build a critical mass of advocates and promote a national coordinated effort to improve the civic space and general working environment of HRDs.

11. SPECIFIC STRATEGIC OBJECTIVES

The framework is premised on the following interrelated objectives:

- a) Strengthen the coordination, collaboration, networking and partnerships amongst HRDs (coalition members) for collective response to threats against HRDs;
- b) Contribute to the improvement of protection mechanisms, safety, and security of HRDs in Uganda individually and at organizational levels; and
- c) Advocate for and raise public awareness and profiles of HRDs in Uganda.

STRATEGIC ADVOCACY FRAME WORK

- A) **Strategic Advocacy Objective I:** To advocate for and raise public awareness and profiles of HRDs in the country. [It is envisaged that once public awareness is raised about HRDs, their role and contribution to Uganda's human rights promotion and protection and in turn, how this positively impacts on the citizens, there shall be increased public alignment and support of HRDs and their work].

OBJECTIVE	TARGET POPULATION	ADVOCACY APPROACHES/ ADVOCACY ACTIVITIES	OUTPUT/ OUTCOME INDICATORS	RISKS & ASSUMPTIONS
1. To advocate for and raise public awareness and profiles of HRDs in the country.	<p>1.General citizenry.</p> <p>2. Specific categories of communities' youth;</p> <p>3. Women;</p> <p>4. Persons with Disabilities (PWDs);</p> <p>5. Local businesses, churches, mosques and other faith-based entities;</p> <p>6. Social/ voluntary clubs, school social justice clubs etc.</p> <p>7. Local leadership platforms/ institutions at the district/ county and sub-county levels.</p>	<p>1.Sensitization and Awareness raising meetings on HRDs through various media platforms namely traditional media of national radio, community radio, online radio and Television, local television stations; traditional print media(newspapers). Social media platforms including the advent of Twitter spaces, Podcasts, face book, among others.</p> <p>2) Sensitization and Awareness through Community barazas at district, county and sub-county levels.</p> <p>3)Sensitization and Awareness through joint processions during national and international commemorative days such as International Human Rights, Anti-torture day etc.</p> <p>4)Establish non-cost local leaders and HRDs/NGOs quarterly interfaces to deliberate on HRDs related issues. These could be named; HRDs-District Leaders Quarterly Interface Platforms.</p> <p>5) Development and dissemination of education, information and communication materials on HRDs (other hard copy and soft copy for online and offline audiences respectively).</p>	<p>a) Number of awareness and sensitization meetings/ forums/media outreaches held with specific select/ identified sections of the public;</p> <p>b) Number of engagements with the Local leadership at the district/decentralized level.</p> <p>c) Number of Barazas/ community dialogue platforms held to disseminate inform on HRDs;</p> <p>d) Number of Podcasts dedicated to discourse on HRDs, their safety and security;</p> <p>e) Number of Twitter Spaces held on HRDs;</p> <p>f) Number of Facebook and Twitter posts on HRDs;</p> <p>g) Number of people attending the various social media platforms (<i>Probing attendance-passive or reactive</i>);</p> <p>h) Number of people that interacted with social media platforms through likes, retweets, comments (<i>Probing actual citizenry interaction on the topic of HRDs' safety and security</i>)</p> <p>i) Number of people reached/ attending in the Community Barazas on HRDs.</p> <p>j) Number of Permanent interactive HRDs-Local Leaders Platforms established. (HRDs-District Leaders Quarterly Interface Platforms).</p> <p>k) Number of meetings/ interfaces held in the HRDs-District Leaders Quarterly Interface Platforms.</p> <p>l) Number of resolutions strengthening HRDs' safety and security undertaken at such aforementioned Forums/Interfaces.</p> <p>m) Number of IEC materials on HRDs, developed and disseminated for both hard copy printing and softcopy social media dissemination.</p>	<p>Assumptions;</p> <p>a) That there is cooperation with, embrace of and participation in the awareness and sensitization programmes organized;</p> <p>Risks:</p> <p>a) Local leaders' interferences in the sensitization/ awareness initiatives of HRDs.</p>

Projected Interim Outcomes:

- I. Increased members of the public, both organized (such as professional bodies) and unorganized citizenry voices in support of HRDs work and safety and security;
- II. Transformed/changed attitudes amongst the sections of the citizenry about the role of the HRDs and the need for their protection to ensure their safety and security;
- III. Increased knowledge amongst the members of the public on the legal entitlements of HRDs to safety and security due to their protected work under the Constitution;

B. Strategic Advocacy Objective II: To strengthen coordination, collaboration, networking and partnerships amongst HRDs (coalition members) for collective response to threats against HRDs.

The focus under this strategic objective is a two-tier approach focusing on coordination and networking which focuses on mainly HRDs internally within the sector. The second tier focuses on collaborations and partnerships with identified non-fraternity actors such as the local government or general national leadership, government MDAs, Statutory and Constitutional entities such as the EOC that have a bearing on the work of HRDs.

OBJECTIVE	TARGET	ADVOCACY APPROACHES/ ADVOCACY ACTIVITIES	OUTPUT/ OUTCOME INDICATORS	RISKS & ASSUMPTIONS
To augment/ enhance/ strengthen (where existent) or/ and establish (where non-existent) a broad, inclusive and cohesive coordination/ collaboration/ networking partnerships amongst HRDs (coalition members) for collective response to threats against HRDs.	<p>a) Partnerships & Collaborations (Political/ Technical & Security actors)</p> <p>b) National Security Agencies leadership of the Police, military and intelligence services;</p> <p>c) Local government political leaders; i.e. RDCs, LC V Chair persons, Local Council Executives, Local Council Speakers (both LC III & LC V) (collectively holding political power with capacity to frustrate the work of HRDs)</p> <p>d) District law enforcement, intelligence and security leadership team including the District Police Commander (DPC), and the Regional Police Commander (RPC); Human rights desks officers in Police; Professional Standards Unit (PSU) officers, Criminal Investigations Department (CID) officers at the local district level</p> <p>e) Local government technical leaders that handle various aspects to do with human rights such as the Chief Administrative Officer (CAO); Community Development Officers (CDO) and Probation & Welfare Officers.</p>	<p>a) Capacity Building: Sensitization and Awareness raising meetings on HRDs, their roles, rights and Constitutional entitlements;</p> <p>b) Establishment of standing Security Agencies-HRDs Platform (The platform could convene quarterly or bi-annually to ensure consistence. This could include Police leadership, military, prisons and intelligence services leadership)</p>	<p>a) Number of awareness and sensitization meetings/forums held with security agencies both at the local/district and national levels on the role, right and obligations of HRDs;</p> <p>b) Number of strategic platforms of collaboration formed as forums of interface/ sharing best practices/ strategizing advocacy initiatives at the district/regional level.</p> <p>c) Number of progressive resolutions adopted and implemented arising from the aforementioned mentioned platforms promoting and protecting HRD rights.</p> <p>d) Number of joint collaborative activities/ actions and coordination with the non-state actors e.g. joint meetings;</p> <p>e) Number of new organizations joining Coalition as members.</p>	<p>a) Assumptions;</p> <p>Cooperation from and participation of these non-state actors in the project activities;</p> <p>b) Risks:</p> <p>Lack of goodwill/ lack of interest/ un-healthy competition from the local NGO/non-state actors' fraternity</p>

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	<p>B. Partnerships & Collaborations (Constitutional & Statutory entities such as Commissions)</p> <p>1.The Uganda Human Rights Commission both National, regional offices at the district level;</p> <p>2.The Equal Opportunities Commission (EOC)</p>			
	<p>C)Partnerships & Collaborations (Faith based and cultural entities)</p> <p>1)The cultural/clan/ family/traditional leaders at various levels;</p> <p>2.Faith based/ religious institutions both at the national and regional/ local level.</p>			
	<p>d)Partnerships & Collaborations (Media)</p> <p>1.The print media houses;</p> <p>2. Broadcast media outlets;</p> <p>3.Independent journalists both freelance and employees of media houses;</p> <p>4. Electronic/online media houses or operators;</p> <p>5. The unique community radio media entities.</p>	<p>a) Sensitization and Awareness raising meetings for media fraternity on HRDs, their roles, rights and Constitutional entitlements;</p> <p>b) Establishment of Standing HRDs-Media platforms both at the national and local levels¹ e.g. platforms could take the shape of 'Acholi Sub-Region Media-HRD Annual Interface' etc.</p>	<p>a) Number of awareness and sensitization meetings/forums held with members of the media fraternity both at the local/district and national levels;</p> <p>b) Number of members of the media fraternity (both at organizational and individual levels);</p> <p>c) Number of standing media-HRDs platforms at both regional and national level established to enhance partnerships and collaborations;</p> <p>d) Number of joint/ collaborative initiatives between media and HRDs undertaken to augment the promotion and protection of HRDs both at national and regional level.</p>	

1 These could meet quarterly or bi-annually to discourse on areas of mutual benefit around role of media in the promotion and protection of HRDs and calling out on threats against the media in the country and more so upcountry where they happen unabated. For example, these could be at district or regional or national level or at all the three. E.g. Acholi Sub-Region Media-HRD Annual Interface or at the national level-National HRDs-Media Annual Interface, crafted around particular themes to augment the aspirations of HRDs.

The Coalition currently operates a diverse membership, multi-sectoral and multi-disciplinary and so does the entire HRD fraternity which inherently determines its networking topology. These are all at various levels of progression, with each exhibiting diverse strengths and weaknesses/challenges as well. Thus, there are a variety of coalitions, clusters, networks that boast of or are categorized into thematic human rights of focus; membership uniqueness, objectives-goals behind formation and establishment and in some geographical scope where they undertake their operations. Some are informal, operating as loose entities in form of coalitions mainly while others are formal and within the realm of the law with identifiable structures within which they operate and direct their activities. The efficiency and effectiveness of HRDs operational in their various NGOs and collectives is dependent on how well coordinated and cohesive they are in solidarity. Under this objective, the advocacy strategy focuses on cohesion building, networking and coordination amongst the HRDs for collective advocacy and survival.

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PART B: COORDINATION AND NETWORKING AMONGST HRDs

OBJECTIVE	TARGET POPULATION	ADVOCACY APPROACHES/ ADVOCACY ACTIVITIES	OUTPUT/OUTCOME INDICATORS	RISKS & ASSUMPTIONS
To strengthen coordination and networking amongst HRDs (coalition members) for collective response to threats against HRDs.	1. National individual NGOs;	a) Sensitization and Awareness meetings/ forums on emerging forms of threats against HRDs in the various parts of the country;	a) Number of awareness and sensitization meetings/forums held with HRDs in the various parts of the country.	Assumptions; a) Cooperation from and participation of HRDs in networks and coalitions; b) Commitment from the HRD fraternity to network and adhere to the attendant requirements
	2. Individual HRDs;		b) Number of HRDs (organisations) participating & benefiting from such aforementioned sensitization forums.	
	3. Local Community Based Organisations (CBOs)		c) Number of HRDs (individuals disaggregated in different variables-gender) participating & benefiting from such aforementioned sensitization forums.	
	4. Regional NGOs (registered as National but operational in a particular regions)	b) Capacity Building Forums/Sessions/ Trainings for HRDs on the Statutory compliance requirements for operating an NGO in Uganda.	d) Number of trainings (capacity building sessions) conducted with HRDs on statutory compliance requirements.	Risks: a) Over expectation from the membership risking disharmony
	5. Regional NGOs (at the level of East Africa)		e) Number of HRDs (organisations & individuals) participating & benefiting from such aforementioned capacity building sessions;	
	6. International NGOs registered in Uganda;			
	7. Thematic Coalitions such as on torture but hosted in a particular institution;	c) Recruitment of more NGOs into the HRD Coalition for collective advocacy.	a) Number of NGOs/members recruited into the Coalition	
	8. Thematic Coalitions that are transformed into individual CSO organisations, e.g. CSBAG.			
	9. Working Platforms run and managed by NGOs focused on a particular human rights theme;			
	10. Clusters on thematic human rights aspects operational as national platforms;			
	11. Media (in its peculiar role of both as HRDs and strategic partners in the work of HRDs);	d) Establishment of Strategic Inter-NGO/ HRDs Platforms at regional level where they are non-existent	a). Number of strategic platforms of HRDs networking, collaboration and coordination established at the district/ regional level.	
	12. Network organisations.			
		e) Development of Information, education and communication resource materials to improve networking/ collaboration and coordination.	a) Number of resource materials developed, published and disseminated to the various members of coalition and networks;	
			b) Number of HRDs, coalitions and networks that received and benefited from the resource materials on networking.	

Projected Interim Outcomes:

- I. Increased media coverage of HRD related work and campaigns, threats against them, and demands for accountability;
- II. Enhanced collaborative and partnership action among partners such as CSOs, journalists and members of the media, and cultural leaders of the region/project area to push rights of HRDs;
- III. Strengthened coalitions, networks, and partnerships in the quest for collective response towards threats on HRDs;
- IV. Changed attitudes toward HRDs among the members of cultural, faith-based organisations, religious institutions, private sector and civil society organisations;
- V. Enhanced knowledge among the various CSOs, media, cultural leaders and other stakeholders on the legal entitlements of HRDs and the need for their promotion and protection;

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PART V:

HRDS ADVOCACY AT THE DOMESTIC HUMAN RIGHTS MECHANISMS (CONSTITUTIONAL & STATUTORY INSTITUTIONS)

GOAL [Clarity of goal sought/desired result/issue for which change is sought]	TARGETS/ AGENTS [The collection of offices/ persons/ platforms where decisions are taken that can influence the rights of HRDs]	STRATEGIES [The broader main thematic strategies to inform the tactics]	ACTION STEPS [Tactics and tools to be deployed to achieve the goal by the Coalition and its membership]
A. Harness the local Ministries, Departments, and Semi-Autonomous Agencies mandates as potential change makers in the quest for HRDs' rights and freedoms and a better civic space.	1.The NGO Bureau	1. Strengthened advocacy collaborations with the NGO Bureau	Strengthen the prevalent Standing Platform (Bi-annual) to interface with the Ministry of Internal Affairs and the NGO-Bureau.
		2. Increased knowledge on HRD rights and roles.	Conduct a comprehensive capacity building/training on HRDs, their role and obligations.
	2.The Equal Opportunities Commission (EOC)	1. Strengthened strategic advocacy collaborations with the EOC on HRDs.	Create a Standing Platform (Bi-annual) to interface with the EOC on HRDs. i.e. Bi-Annual HRDs-EOC Interface;
		b) Developed advocacy IECs on HRDs for the EOC.	2. Development and submission of situational position papers on specific legal issues on HRDs in Uganda to inform the advocacy with EOC for their annual reports to Parliament;
	3. The Uganda Human Rights Commission	1. Strengthened advocacy collaborations with the Commission on HRDs.	Create a Standing Platform (Bi-annual) to interface with the UHRC on HRDs Advocacy Progress. i.e. Bi-Annual HRD-UHRC Interface.
		2. Developed advocacy IECs on HRDs for the UHRC.	Development and submission of situational position papers on specific legal issues on HRDs in Uganda to inform the advocacy with UHRC for their annual reports to Parliament;

PART: VI

STAKEHOLDER MAPPING AND STRATEGIC ADVOCACY AT THE SUB-REGIONAL, REGIONAL AND INTERNATIONAL HUMAN RIGHTS MECHANISMS

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TARGET STAKEHOLDER	GOAL	STRATEGIES OF ADVOCACY/ COLLABORATION	PROPOSED ACTIONABLE INITIATIVES
A. EAST AFRICAN COMMUNITY JUDICIAL, LEGISLATIVE & POLITICAL PLATFORMS			
1.The East African Court of Justice	1. Harness the Court as a conduit of holding the State accountable to violations of HRDs rights and freedoms through its adjudicative, and interpretative jurisdiction.	1.Through public interest litigation of causes related to HRDs and their operating environment; 2.Capacity building of HRDs on the use of the East African Court of Justice for HRDs protection work; 3.HRD-EACJ Interfaces/ Symposiums on role of the EACJ in protection of HRD rights.	1. Through trainings and seminars, build the capacity of HRDs on the role, procedures, remedies and jurisdiction of the EACJ as a possible supra-national platform of State accountability in case of violations; 2. Through trainings on strategic impact litigation, build a cadre of HRDs with the requisite acumen to undertake public interest litigation at the EACJ. This could be done in collaboration with litigating partners such as the NETPIL, LASPNET, ULS etc in defence of HRD Rights. 3. Undertake actual litigation at the Court on a persistent HRD challenge/violation in Uganda such as the consistent bank account freezing without a fair hearing.
2.East African Legislative Assembly [EALA]	1. Harness the legislative power and oversight role of the EALA to augment the cause of human rights defenders in Uganda and the region as a whole.	1. Through capacity building of HRDs on the use of the EALA as an advocacy space especially through any of its 6 standing committees but more favourably, according to relevance-the Natural Resources Committee; Committee on Regional Affairs and Conflict Resolution and General-Purpose Committee	1. Training of HRDs on the EALA and its potential to be a tool in the strengthening of the protective mechanisms for HRDs. 2. Develop and submit petitions to the EALA drawing their attention to the violations against HRDs in Uganda and beyond.

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B. THE AFRICAN HUMAN RIGHTS MECHANISMS			
1.The African Commission on Human and Peoples' Rights	Harness the African Commission for the protection and promotion of the rights and freedoms of HRDs.	1. Through Submission of Shadow Reports based on the African Charter on Human and Peoples' Rights during State reporting. 2. The side events advocacy spaces. 3. Exploiting opportunities of making interventions during the plenary of the African Commission Sessions.	1. Through trainings, build capacity and skills of HRDs on shadow reporting related dynamics such as lobbying and advocacy at the Commission; 2. Work with Coalition Secretariat to Pursue & attain observer status with the African Commission for a number of HRD organisations, members of the coalition to expand collective advocacy options; 3. Build capacity and skills of HRDs through trainings on litigation at the African Commission. 4. Organise and convene side events during the Sessions of the Commission on HRD aspects requiring public discourse at the Continental level. 5. Develop and present oral statements during the public session of the Commission at the plenary on particular HRDs issues that require Commission attention;
2. The Special Mechanisms of the African Commission	1. The Special Rapporteur	1. Writing and submission of advocacy letters of S.R on urgent matters of HRDs requiring emergency responses and protection; 2. Development and submission of situational position papers on HRD related urgent issues;	1. Build the capacity the HRDs on the use of Special mechanisms such as the Special rapporteur for advocacy and lobbying on HRD rights; 2. Development and submission of advocacy letters on urgent HRD human rights issues to the SPs; 3. Undertake strategic advocacy/ lobby meeting with the Special Rapporteurs on HRD issues during the Commission Sessions; 4. Convene public conferences and/or symposiums locally and invite Special Rapporteurs as Key note speakers (for example the on HRD day, International Human Rights Day among others).

C. INTERNATIONAL HUMAN RIGHTS MECHANISMS (UN HUMAN RIGHTS SYSTEM)			
GOAL	TARGETS	STRATEGIES	ACTION STEPS
A. Harness the UN-international Human Rights mechanism for the recognition, protection and promotion of HRD rights in Uganda.	1. The Treaty Bodies/ Charter Based Mechanisms – (The UN human rights mechanisms that derive their power from the UN Charter (the treaty that created the United Nations). “Charter-based” human rights bodies have the authority to review human rights practices of all members of the United Nations, regardless of whether a particular country has ratified a particular human rights treaty.	1. Submission of Shadow Reporting to the different treaty bodies under the UN mechanism during the process of State reporting; 2. The side events advocacy spaces at the UN Charter and Treaty bodies Sessions. 3. Exploiting opportunities of making interventions during the plenary of the UN Charter/Treaty Sessions.	1. Build capacity and skills of the Coalition Secretariat and the membership on shadow reporting and advocacy before the treaty/charter bodies under the UN mechanism; 2. Pursue and obtain ECOSOC CSO observer status with the UN-Human Rights Council to facilitate advocacy and lobbying at the Charter/treaty bodies; 3. Organise and convene side events during the Sessions of the Treaty/Charter on HRD aspects requiring intervention at that level. 4. Develop and present oral statements during the sessions of the relevant treaty/charter bodies on particular HRDs issues that require treaty bodies intervention.
B). Harness the special mechanisms of the UN/ International human rights framework for HRDs rights, protection and promotion.	1. The Special Rapporteurs (herein after S. Rs)	1. Writing and submission of advocacy letters to S.R; 2. Development and submission of situational position papers on emerging issues on HRDs requiring urgent attention; 3. Seeking strategic advocacy/lobby meeting with the Special Rapporteurs	1. Build the capacity the HRDs on the use of Special mechanisms such as the Special rapporteur for advocacy and lobbying on HRD rights; 2. Development and submission of advocacy letters on urgent HRD human rights issues to the SPs; 3. Undertake strategic advocacy/ lobby meeting with the Special Rapporteurs on HRD issues during the UN Human Rights Council Sessions and also during the sessions of Charter/Treaty bodies; 4. Convene public conferences and/or symposiums locally and invite Special Rapporteurs as Key note speakers (for example the on HRD day, International Human Rights Day among others).

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<p>C). Harnessing the dividends of the Universal Periodic Review (UPR) mechanism</p>	<p>The membership States to the UN Human Rights Council that operates and moderates the UPR human rights mechanism.</p>	<p>1.Shadow reporting/ Stakeholder report preparation and submission:</p> <p>2.Side events during the review of the Country's human rights record during the UPR at the Human Rights Council;</p> <p>3.Oral Statement during the UN Human Rights Council Session plenary.</p> <p>4.Mid-term reporting advocacy platforms</p>	<p>1. Develop and submit stakeholders' shadow reports from CSOs detailing the state of HRDs in their diverse spheres of operation;</p> <p>2.Organise and convene side event meetings for advocacy and lobby of UN Human Rights Council members on the occasion of Uganda's UPR Review processes;</p> <p>3.Develop, circulate and present oral statements during the plenary of the UN Human Rights Council UPR Sessions on issues of concern in relation to HRDs;</p> <p>4.Develop and submit a Mid-term UPR assessment shadow report to the UN Human Rights Council on review of Uganda's human rights record.</p>
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APPENDIX 'A':

YEAR I/2024 STRATEGIC ADVOCACY WORKPLAN FOR REGIONAL AND INTERNATIONAL HUMAN RIGHTS SPHERES

This particular strategy focuses on the year 2024 detailing the various activities that shall be undertaken with a specific focus on regional and international advocacy. Below is the objective that is considered, wherein all the anticipated activities are situate.

- d) Raise the profile of human rights defenders in Uganda by 2026, while supporting their collective evidence-based influence initiatives, at national, regional, and international level.

THE 2024 STRATEGIC ADVOCACY WORKPLAN AT THE SUB-REGIONAL, REGIONAL AND INTERNATIONAL HUMAN RIGHTS MECHANISMS

GOAL	STRATEGIES OF ADVOCACY/ COLLABORATION	PROPOSED ACTIONABLE INITIATIVES	OUTPUTS	TIME LINE
D. EAST AFRICAN COMMUNITY JUDICIAL PLATFORMS				
1. Harness the East African Court as a conduit of holding the State accountable to violations of HRDs rights and freedoms through its adjudicative, and interpretative jurisdiction.	1. Through public interest litigation of causes related to HRDs and their operating environment; 2. Capacity building of HRDs on the use of the East African Court of Justice for HRDs protection work;	1. Undertake a litigation case at the EAC on a persistent HRD challenge/ violation in Uganda such as the consistent bank account freezing without a fair hearing. <i>[This can be determined with the coalition]</i> 2. Undertake 2 trainings of 50 HRDs/Organisations (total of 100 trainees) to build their capacity on the role, procedures, remedies and jurisdiction of the EACJ as a possible supra-national platform of State accountability in case of violations; 3. Undertake 2 trainings of HRDs (50 in total) in conjunction with Network for Public Interest Lawyers (NETPIL) and LASPNET on strategic impact litigation, and build a cadre of HRDs with the requisite acumen to undertake public interest litigation at the EACJ.	# Number of cases litigated upon at the EAC; #Number of issues litigated upon in the protection of HRD rights. #Number of trainings conducted on the understanding of EACJ; #Number of HRDs trained on the EACJ architecture. #Number of trainings conducted on the PIL; #Number of HRDs trained on litigating HRD issues at the EACJ Court.	1 st Quarter of 2024 1 st Quarter of 2024 1 st Quarter of 2024

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E. EAST AFRICAN COMMUNITY LEGISLATIVE & POLITICAL PLATFORMS				
1. Harness the legislative power and oversight role of the EALA to augment the cause of human rights defenders in Uganda and the region as a whole.	1. Capacity Building Strategy 2. Development and submission of Petitions of advocacy	1. Undertake 2 trainings of 50 HRDs/Organisations (total of 100 trainees) to build their capacity on the role, procedures, remedies and jurisdiction on the use of the EALA as an advocacy space especially through any of its 6 standing committees but more favourably, according to relevance-the Natural Resources Committee; Committee on Regional Affairs and Conflict Resolution and General-Purpose Committee. 2. Develop and submit 2 petitions to the EALA drawing their attention to the violations against HRDs in Uganda and beyond. <i>[Particular issue to be determined]</i>	#Number of trainings conducted on the understanding of EALA; #Number of HRDs trained on the EALA architecture. #Number of petitions submitted to EALA #Number of issues concerning HRDs submitted in the petitions.	2 nd Quarter of 2024 2 nd Quarter of 2024
F. THE AFRICAN HUMAN RIGHTS MECHANISMS- The African Commission on Human and Peoples' Rights				
1. Harness the African Commission for the protection and promotion of the rights and freedoms of HRDs.	1. Shadow reporting 2. Symposia	1. Develop and Submit a Shadow Reports on the states of HRDs in Uganda. 2. Organise one Side event to highlight the state of HRDs in Uganda. 3. Issue two oral statements on the state of HRDs in Uganda during the plenary of the African Commission Sessions.	#Number of shadow reports submitted to the African Commission; #Number of issues concerning HRDs submitted in the shadow reports. #Number of Side events held at the African Commission; #Number of participants attending side events; #Number of oral statements made in support of HRDs at the African Commission	3 rd Quarter of 2024

G. INTERNATIONAL HUMAN RIGHTS MECHANISMS (UN HUMAN RIGHTS SYSTEM)				
GOAL	STRATEGIES	ACTIVITIES	OUTPUTS	TIME
A. Harness the UN-international Human Rights mechanism for the recognition, protection and promotion of HRD rights in Uganda.	1.Shadow reporting 2.Symposia	1. Develop and Submit a Shadow Report on the states of HRDs in Uganda at the HRC & other treaty/ charter bodies. 2. Organise one Side event to highlight the state of HRDs in Uganda. 3. Issue two oral statements on the state of HRDs in Uganda during the plenary of the Human Rights Council Sessions.	#Number of shadow reports submitted to the Human Rights Council and other treaty/charter body mechanisms of the UN on the state of HRDs in Uganda; #Number of issues concerning HRDs submitted in the aforementioned shadow reports. #Number of Side events held at the state reporting events of the HRC and charter/treaty bodies; #Number of participants attending side events; #Number of oral statements made in support of HRDs at the HRC	4 th Quarter



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