



NATIONAL
COALITION OF
HUMAN
RIGHTS
DEFENDERS
UGANDA

Protection Program Model

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1.0 About the National Coalition of Human Rights Defenders Uganda (NCHRD-U)

The National Coalition of Human Rights Defenders Uganda (NCHRD-U) is a registered organization of various organizations and individual human rights defenders (HRDs) that was formed in 2013. The Coalition aims at improving the quality and quantity of the work of human rights defenders throughout the country through synergy and collaboration at the national and international level to enhance the protection mechanisms for human rights defenders and their capacity to effectively defend human rights. The work of NCHRD-U covers all of Uganda, with a membership of 146 HRDs both as individuals and HRD organizations.



1.1 Broad Objectives of NCHRD-U

- i. Ensure the promotion and protection of the rights of human rights defenders.
- ii. To create an avenue for collective response to threats against human rights defenders.
- iii. To coordinate other civil society organizations in promoting the safety and security of human rights defenders.
- iv. To improve protection mechanisms, safety, and security of human rights defenders in Uganda individually and at organizational level.
- v. To advocate and raise public awareness and profiles of human rights defenders in the country.

Over the years, designing and delivering protection interventions was guided by a number of guidelines and tools, mostly at the operational level. To further improve the integrity of the protection program, a comprehensive model had to be developed to work as a blueprint to influence and inform all other protection interventions and choices made from time to time by the NCHRD-U.

2.0 Purpose of the Protection Program Model

To provide a framework to regulate the coordination, advocacy, capacity building, protection, and security management program to achieve improved compliance, quality assurance, consistency-predictability, effectiveness, and efficiency in the planning and delivery of interventions targeting HRDs.

2.1 Protection Program Model Objectives

- i) To provide a standard against which all advocacy, capacity building, protection, and management interventions shall be implemented and measured.
- ii) To guide and regulate the relationship between the different structures to deliver quality advocacy, capacity building, and protection management interventions.
- iii) To improve compliance with best practices in advocacy, capacity building and protection, and security management interventions.
- iv) To achieve consistency and predictability in the planning and delivery of the advocacy, capacity-building, and protection interventions.
- iv) To guide employees on the dos and don'ts, principles, planning, and delivery of the advocacy, capacity building, and protection interventions.

3.0 Components of NCHRD-U Protection Program Model

The Protection Program Model for the NCHRD-U is comprised of four major program components listed below.

3.1 Protection program

HRDs have diverse protection needs that go beyond the current direct support of legal, medical, relocation, financial support, rest and respite, and psychological support, which are reactionary measures rather than preventive. NCHRD-U invests further into preventive measures as a way of providing a holistic protection model. The national, regional, and grassroots structures whose emergence we have facilitated, among these are Regional Referral Networks along with their respective Regional Committees whose purpose is to coordinate response, have a rural based support system when faced with attacks, and bring services closer to the HRDs at the grass-roots level.

3.2 Capacity Building Program

Building capacity of NCHRDU members is one of the priorities for the Secretariat. This is informed by a comprehensive capacity assessment of NCHRDU members and that of the thematic, sub-national, and issue-based platforms/structures and a comprehensive capacity-building plan. However, in delivering the capacity-building support, NCHRD-U is mindful of building sustainable local capacity and availability of capacity building services. To this end, capacity building is organized and delivered in two major forms: training of trainers, and end-user training. It also focuses on individuals as well as the organizations. The provision of capacity-building support at all levels is informed by thorough capacity and/or needs assessment processes to inform demand-driven and effective capacity-building initiatives.

3.3 Advocacy and Policy Engagement Program

The aim of the advocacy program is to ensure there is a conducive working environment for HRDs so that the quality and quantity of their work are guaranteed. Recognition of human rights defenders can be an instrument of power to influence, since such recognition would earn them respect, access, and favorable consideration, among other desired characteristics within the operating environment. It would also bring them to negotiating tables and engagement spaces without prejudice against them. A thematically driven and empowering advocacy strategy is guided by individual and collective responses.

3.4 Coordination

One of the priorities we have set is to re-conceptualize the coordination framework and operations as a core business and precondition for coalition business success. We will expand the scope of digital migration that was initiated earlier to consciously harness the potential it provides. These adjustments will include strengthening sub-regional and thematic structures while ensuring their semi autonomy, relevant capacity, inclusive participation, appropriate facilitation, and accountability. An ambitious coordination intervention

will enhance organizational efficiency, member satisfaction, and constituency building and significantly contribute to the overall effectiveness of coalition programs.

4.0 Organization and Delivery of the NCHRD-U Program

4.1 Protection Program

The overall objective of the protection program is to ensure the safety and security of HRDs to continue operating smoothly with reduced incidences of risk. The protection interventions are delivered at 3 levels, namely, at the secretariat level, at regional level and grassroots level.

The Coalition provides a number of protection interventions that include solidarity visits, evacuation, relocation, access to medical services including counseling, legal support, individualized accompaniments, equipment replacement, solidarity and monitoring visits to HRDs to raise awareness of their situation, emergency contact number(s) available 24 hours, technical support with administrative authorities, referrals to other organizations, trial observation missions, internship/fellowship placements, security training and advice, access to capacity-building programs and education, support to set up offices in exile, financial support, and family support.

Referrals constitute one of the means of ensuring protection support is extended to an HRD at risk. Referrals are aimed at enabling HRDs whose protection needs do not fall under the Coalition mandate to get assistance from other partners. Also, referrals are made when the organization is short of resources required to support the HRD with regard to the scope of its protection needs. Referrals are made for cases implying a level of risk beyond the capacity of the organization to absorb.

The roles of the structures in delivering protection interventions to the HRDs in need are detailed in table marked 2. Coordination of the Protection Program.

However, to protect and ensure the integrity of the protection program, the following principles inform all protection program interventions designed and implemented by NCHRD-U.

Table 1: Principles that guide the protection program.

Principle	Description of the Principle
Save Life First	Our protection interventions will prioritize saving the life of the HRD who is in danger. All administrative and procedural requirements will factor in the aspect of saving lives first.
Do-No-Harm	Our interventions or responses should not place the HRD at further risk or harm. This partly entails ensuring that HRDs under imminent risk are quickly and swiftly removed from the point of danger to safety in order to save their lives.
Integrity	We are dedicated to the highest standards of honesty, transparency, and diligence.

Solidarity	We passionately stand with and promote the capacities, safety, and wellbeing of HRDs.
Excellence	We commit to the highest degree of professionalism and ethical conduct in all we do.
Confidentiality	We handle confidential information with the utmost care and discretion, applying the 'do no harm' principle in all circumstances.
Respect	We fervently champion respect for fundamental human rights and diversity in humanity.
Best Interest	We will strive to the extent possible to consider and respect the interests of the HRDs in the process of delivering protection interventions to HRDs.
Timeliness	We shall always endeavor to respond and deliver protection and emergency protection in a timely manner.
Socio, Cultural, and Including Gender Sensitivity	We shall always act with sensitivity and respect for these established socio-cultural norms, including gender sensitivity, in order to ensure that our protection and security support is extended in a manner that does not abuse or disregard these.
Individualized Response	We shall always endeavor to tailor the protection and security support to the unique and individual differences of the HRDs. A one-size-fits-all approach is not feasible under this principle.
Flexibility	The nature of risks and threats encountered by HRDs in pursuit of their work is varied and changes from time to time. We shall ensure that at all times that reasonable flexibility is exercised in order to remain relevant to the needs of the HRDs in a rapidly changing work environment.
Wellbeing of HRDs	Safety and wellbeing of the HRD are central and take precedence in all decisions and interventions under protection and security management.
Security consciousness	For every protection activity to be implemented, a clear security assessment shall be executed before to appreciate the level of security risks involved and the mitigation mechanism.
Political Neutrality	NCHRD-U is an apolitical organization and is not involved in partisan politics. The support given to HRDs is EXCLUSIVELY directed towards securing the safety and security of HRDs, including their immediate family, while they engage in lawful activities. Under NO circumstances should support be extended to an HRD to be diverted to support illicit or personal political agendas.

4.1.1 Factors to be considered while extending the protection support.

The emergency protection intervention extended to the HRD shall be determined in accordance with the established criteria. However, NCHRD-U shall endeavor to deliver a holistic package that prioritizes the safety of the HRD and his or her immediate family. The following factors shall be taken into consideration while determining the emergency support to be extended to an HRD.

- i) The wellbeing and safety of the HRD at risk. The safety of the HRD shall be given priority over and above other procedural requirements.
- ii) Nature, level, and intensity of risk faced. The most-at-risk HRDs, especially those under imminent risk, should be given priority¹. Different risks expose HRDs to different degrees of danger.
- iii) The best interest of the HRD. The HRD at risk should be consulted, and all decisions shall be arrived at in consultation with the HRD. The consent of the HRD should always be sought first.
- iv) Sustainability of the support intervention. NCHRD-U shall always ensure delivery of support that will result in improved safety and security in the long run without creating dependency.
- v) Gender identity: The emergency support shall, to the extent possible, be tailored to the gender identity of the HRD at risk. This is based on the recognition that female and transgender HRDs have unique protection needs.
- vi) Social cultural considerations regarding the HRDs. These shall be factored into the support being provided to ensure NCHRD-U's interventions unless they are against established human rights standards and norms.
- vii) Status. Where the HRD has a partner, is married, or has dependents, any assessment of the risk should also encompass both the individual HRD, partner, and/or dependents where necessary and to the extent possible to determine the scope of the support.
- viii) Source of the risk itself, etc. This will entail appreciating whether the source of the risk is internal or external, whether it is short-lived, or whether it will continue to persist.

Focus shall also be placed on supporting grassroots HRDs to strengthen resilience and diversifying and expanding ways to deal with stress and trauma: To do this, the following interventions are adopted:

- Developing a well-being strategy to demonstrate NCHRD-U's commitment to well-being and to develop a common understanding of the support to be provided.
- Increasing resources and capacity to enable NCHRD-U to strengthen her response to the well-being needs of HRDs. Ensure a diversification of the well-being support we provide rooted in what well-being means to HRDs and in their local context, and when relevant, adapt the support to a collective approach to well-being across the constituency.
- Expanding and strengthening support to local ecosystems (grassroots) for protection: The Coalition invests in increasing follow-up and more strategic and sustained support and mentoring to local protection champions/Training of Trainers at thematic, subregional, and grassroots levels, such as police, local councils, local radio stations, informal groups, and civil society organizations.

Above all, the protection intervention should be cognizant of the fact that no two HRDs are the same, and therefore, each case ought to be handled in a unique manner.

4.2 Capacity Building Program

As already pointed out above, capacity building of the HRDs and HRD organizations is a priority in order to strengthen their capacity to protect themselves, respond, and also effectively report incidences that jeopardize their safety and security. This means that capacity building is premised to take place at two levels: the **individual and organizational level**. The former, as noted, focuses on building the ability of the individual HRDs, while organizational capacity-building will focus on ensuring organizations have the required capacity for resilience and performance. Building the capacity of NCHRD-U members is one of the priorities for the Secretariat. However, in delivering the capacity-building support, NCHRD-U is mindful of building sustainable local capacity and the availability of capacity-building services. To this end, capacity building is organized and delivered in two major forms:

- i) **Training of Trainers.** This entails building a pool of locally available "consultants" in the areas of digital and physical security, security audits, fundraising and resource mobilization, and other areas to sustain and localize HRD services at the grassroots so that the services are closer at a relatively low cost and on a long-term basis. The ToTs are identified at regional level and grassroots level. The ToTs are organized and delivered by the Secretariat.
- ii) **End-user Trainings.** These focus on the individual HRDs at the grassroots level and are delivered by the Regional HRD Networks under the close supervision of the Regional Technical Thematic Group focal person and the Secretariat.

Trainings shall be implemented in a cascading mode, i.e., the Secretariat delivers Training of Trainers to the Technical Thematic working groups and subregional networks, who in return shall build capacity for frontline grass-roots human rights defenders through direct training, peer learning sessions, and exposure visits.

It also focuses on individuals as well as the organizations. The provision of capacity-building support at all levels is informed by thorough capacity and/or needs assessment processes to inform demand-driven and effective capacity-building initiatives.

The design and delivery of capacity building is guided by the four core principles, namely.

1. **HRD focused:** The needs and interests of the HRDs shall be the cornerstone of designing and implementing any capacity-building intervention.
2. **Evidence-based:** Capacity-building interventions at the individual and organizational level shall be informed by training needs assessments and the capacity assessment process, respectively.
3. **Sustainability:** Capacity-building interventions should be able to be continued after the physical support has been withdrawn. Using ToTs at the sub-regional coalition network level is one of such initiatives to show how sustainability is to be achieved.
4. **Empowerment:** Capacity-building should enable individuals and organizations to take decisions and manage their own lives independently.

The roles of the different structures in planning and delivering the capacity-building interventions are detailed in the table marked 2. The capacity building interventions are organized and delivered with the support of the capacity building strategy and framework for NCHRD-U.

4.3 Advocacy and Policy influencing

Advocacy and policy influencing are utilized to address the legal and policy environment that is increasingly becoming restrictive to HRDs and the organizations that either support HRDs or execute HRD work. The uncondusive legal and policy environment characterized by repressive laws has resulted in the shrinking and shifting nature of spaces for engagement, leading to a scale-down and self-censorship by some HRDs over time. Building the capacity of HRDs to monitor, document, and report on human rights violations is important in enabling them to contribute towards engaging the policymakers to promote and protect the rights of HRDs. Training and mentoring on advocacy and networking facilitate the HRDs and their organizations to build the necessary support systems, such as partnerships and collaborations, and linkages with different actors at the national, sub-regional, and grassroots levels.

NCHRD-U believes in empowering the HRDs to advocate for themselves because it is more sustainable and effective given that policymakers are inclined to listen to voters more than any other intermediaries or agents. More space and opportunities for HRDs to advocate directly for their issues by connecting them with relevant advocacy targets will be created at all levels, i.e., grassroots, regional, country, and global. The following strategies will be useful for NCHRD-U.

- i) Broaden and strengthen our advocacy targets and outreach at the national, regional, and international levels with governments, inter-governmental organizations, and other relevant stakeholders. While building upon established bilateral engagement with the international human rights mechanisms, we shall continue to support and engage the mandate of the UN Special Rapporteur on HRDs and increase outreach to other relevant UN mandates and mechanisms. Identify strategic opportunities to engage the UN's Human Rights Council, UN Third Committee, and the Security Council around HRD protection. Develop and test strategies to effectively engage strengthened regional mechanisms for the protection of HRDs.
- ii) Continue to build corporate accountability work: Continue to conduct focused advocacy on binding

human rights legislation, including on mandatory human rights and environmental due diligence. Maintain and develop advocacy towards International Finance Institutions including through close collaboration with the Defenders in Development campaigns.

- iii) Build on the work of digital protection to develop focused advocacy targeting the technology sector, including social media platforms and surveillance technology companies. Explore new tactics to target and hold accountable corporate actors, including, for example, in relation to the green energy and social rights movements.
- iv) Maintain focus on pressing for effective implementation of policies in support of HRDs at risk, including stronger policy, protection, and funding mechanisms: Continue to advocate for stronger implementation of the global and national Guidelines on the Protection of HRDs and other similar guidelines and initiatives, including in the private sector. Utilize casework to build strong evidence to change policy by producing regular analyses to be shared with relevant advocacy targets.
- v) Build longer-term, more focused thematic advocacy work: Focus on deepening engagements within the 7 thematic focus areas of the coalition. Pursue targeted advocacy strategies for each theme, identifying key targets and opportunities, including policy initiatives. Engage more with local and international coalitions and networks to support the advocacy work.
- vi) Communicate the needs of HRDs and influence donors: Focus specifically on the needs of HRDs in specific crisis contexts, emerging crises, and marginalized HRDs, and conduct advocacy for effective and diversified funding models and enabling protection support for HRDs.
- vii) Improve the profile and visibility of HRDs and their work through targeted messaging and communications on the role of HRDs in bringing about positive change in their societies and the key role that HRDs play in addressing, e.g., injustice, inequality, corruption, climate change, and promoting a broader understanding of who HRDs are and why their protection is important.
- viii) Decentralizing the celebrations of International Human Rights Day to the regional level to ensure increased visibility for the HRDs as well as boost the morale of the grassroots HRDs.
- ix) Utilize further research as a strategy for protection of HRDs. Including focusing on investigations into attacks on specific groups; using research to identify and appreciate the protection needs of marginalized groups and to provide evidence to support advocacy; thought leadership on new conceptualizations of risk and protection of HRDs; mapping and trend analysis. Develop a consistent research methodology that is HRD-led and protection-centered across all our research work.

- x) Research as a strategy for protection of HRDs, including a focus on investigations into attacks on specific groups, using research to make visible the protection needs of marginalized groups, and evidence-based advocacy.

4.4 Coordination

The NCHRD-U coordination framework is guided by its constitution and charter for Technical Thematic Working Groups. The framework focuses on a decentralized approach that empowers grassroots HRD structures with a strong and coordinated secretariat for guidance, direction, and standard setting. The following should be emphasized: Strengthening the sub-regional and thematic structures while ensuring their semi-autonomy, relevant capacity, inclusive participation, appropriate facilitation, and accountability is one of the preconditions for establishing an effective coordination system that links the grass-roots to the national-level efforts. The roles and responsibilities of the different structures are detailed in Table 2. Coordination matrix for the Protection Program.

The key structures involved in designing and delivering a concerned protection program include.

- i) Board of Directors
- ii) Secretariat
- iii) Technical Thematic Working Group (This is comprised of 7 Cluster Heads and 5 Regional Focal Persons)
- iv) Sub-regional Coalitions Network HRD Committee
- v) Grassroot HRDs

4.4.1 Planning, M&E, Documentation and Reporting

1.1.1.2 Planning

Planning is a shared function and cuts across the different structures. As illustrated below.

- i) Individual member/HRD level.
- ii) Sub-regional HRD Coalition Network Plans: These reflect the priorities of the Sub-regional Coalition HRD Network: The priorities are informed by the plans from the Secretariat as well as the needs of the grassroots HRDs.
- iii) Secretariat Annual Workplan: These reflect the priorities of the regional HRD networks and the emerging realities.

4.4.2 M&E Documentation and Reporting

Monitoring, documentation, and reporting will happen at different levels, notably at the secretariat, subregional HRD network, and grassroots level.

4.4.3 Data Collection

This will be collected at the grassroots level and then amalgamated at the subregional level, where it is merged into a regional report by the Sub-regional Coalition HRD Network.

The different reports by the different Sub-regional Coalition HRD Networks will be merged into one thematic report that shall inform planning and decision-making by the Technical Thematic Working Group. The Secretariat will be utilizing this information for planning, accountability, monitoring, fundraising, and reporting to the different stakeholders, including the BoD.

At the subregional level, a database of all the HRDs will be developed and kept by the person in charge. It is envisaged that this person will be hosted as a part-time staff member or a volunteer with one local organization that identifies with the HRD movement.

Data Safety and Security. Proper handling of HRD information is important because it can jeopardize the safety and security of the HRDs and other entities involved in promoting HRD work. Strong data protection protocols for securing information in hard copy and online will be implemented.

4.4.4 Data reporting

Three main categories of reports are anticipated to be generated.

- a) **Grassroots level reports:** These are monitoring reports from grassroots HRDs. These shall be submitted to the subregional focal networks. The information to include in these reports shall include the number of HRDs activities, HRDs who are active, HRDs who have received attacks, the nature of attacks, the nature of support received, whether the support was adequate and appropriate, and any other information that needs the attention of the sub-regional focal persons.
- b) **Sub-regional Coalition HRD Network reports:** These are generated by the different sub-regional levels. The reports shall cover information on the general situation of HRDs operating environment in the sub-region, the number of HRDs who faced threats, the categories of threats, the number of referrals, and plans for the next planning period. The report shall be developed and shared with the

Regional Thematic Working Group focal person on a monthly basis.

- c) **Regional Technical Thematic Focal person reports:** These shall be compiled using the reports from the different sub-regional Coalition HRD networks. The reports shall cover information on the general situation of HRDs operating environment in the region, the number of HRDs who faced threats, the categories of threats, the number of referrals, and plans for the next planning period. The report shall be developed and shared with the Secretariat on a quarterly basis.
- d) **Consolidated Technical Thematic Working Group Report.** This will be compiled by consolidating the different reports from the different Regional Thematic Technical Working Group focal persons. The report shall cover information on the general situation of HRDs operating environment in the different regions, the number of HRDs who faced threats, the categories of threats, the number of referrals, and plans for the next planning period. The report shall be developed and shared with the Secretariat on a quarterly basis.

Table 2. Coordination Matrix for the Protection Program

Structure	Coordination	Advocacy	Capacity Building	Protection
Board of Directors	<ol style="list-style-type: none"> 1. Developing and approving policies, tools, manuals, and procedures. 2. Conducting monitoring and quality assurance visits. 3. Reviewing workplans, budgets, and reports. 4. Providing exceptions to particular cases that are unique and peculiar. 5. Fundraising. 6. Oversee the strategic planning and implementation. <p>Public relations and visibility for the protection program</p>	<ol style="list-style-type: none"> 1. Quality assurance of the advocacy program. 2. Approving advocacy strategies, policies tools, manuals, and procedures. 3. Conducting monitoring and quality assurance visits. 4. Reviewing advocacy workplans, budgets, and reports. 5. Participating in advocacy programs and activities. <p>Oversee the strategic planning and implementation.</p>	<ol style="list-style-type: none"> 1. Quality assurance of the capacity-building program. 2. Approving capacity-building strategies, policies, tools, manuals, and procedures 3. Participating in capacity-building programs and activities. 4. Quality assurance for the capacity-building program. 	<ol style="list-style-type: none"> 1. Quality assurance of the protection program. 2. Approving protection strategies, policies, tools, manuals, and procedures 3. Participating in protection programs and activities. 4. Quality assurance for the protection building program.
Secretariat	<ol style="list-style-type: none"> 1. Develop/compile Annual HRD reports. 2. Organize an AGM for the NCHRD-U. 3. Organize and coordinate regional HRD Day events. 4. Provide M&E and quality assurance backstopping. 5. Fundraise and mobilize resources. 6. Organize regional committee visits, courtesy calls, and fact-finding visits. 	<ol style="list-style-type: none"> 1. Conduct research to inform advocacy at the national level. 2. Referral for HRDs. 3. Conduct advocacy. 4. Conduct advocacy capacity-building for TTWGs and subregional focal persons. 5. Providing capacity-building grants to sub-regional HRD networks. 6. Monitoring and documentation 7. Quality assurance of the advocacy at regional and subregional level. 	<ol style="list-style-type: none"> 1. Conduct capacity assessments for the subregional HRD networks. 2. Develop materials for ToTs and end-user-HRD trainings. 3. Providing capacity-building grants to subregional HRD networks. 4. Monitoring, documentation, and reporting. 5. Quality assurance for the capacity-building at the subregional level. 	<ol style="list-style-type: none"> 1. Provision of protection services to HRDs. 2. Conducting joint security assessments with the subregional HRD networks. 3. Referrals for the HRDs under threat. 4. Conducting ToTs in digital and safety security for the sub-regional networks. 5. Quality assurance for the protection services. 6. Providing protection grants to subregional HRD networks. 7. Monitoring, documentation, and reporting.

TTWG	<ol style="list-style-type: none"> 1. Organize regional coordination planning, M&E, and coordination meetings. 2. Technical support to subregional heads. 3. Compile regional reports. 4. Participate in activities at the secretariat and subregional level, including planning, implementation, monitoring, and evaluation of NCHRD-U interventions in their areas of jurisdiction. 5. Act as the main focal point person for the sub-regional focal persons. 6. Provide information and evidence on the status of sector based human rights to the secretariat. 	<ol style="list-style-type: none"> 1. Participate in advocacy events at the national and subregional level. 2. Monitor and document trends of HRD issues. 3. Advise the sub-regional on advocacy events. 4. Documentation and reporting. 5. Identify and recommend sector-specific advocacy needs to the secretariat. 6. Provide sector-based knowledge and expertise. 	<ol style="list-style-type: none"> 1. Coordinate capacity assessments for the sub-regional focal persons. 2. Support the development of materials for ToTs and end-user-HRD trainings. 3. Monitor subgrating. 4. Monitoring, documentation, and reporting. 5. Quality assurance for the capacity building at subregional level. 	<ol style="list-style-type: none"> 1. Participate in joint security assessments with the regional HRD coalition. 2. To develop a database of special HRDs in the region. 3. Refer HRDs under threat. 4. Participate ToTs in digital and safety security for the sub-regional HRD networks. 5. Quality assurance for the protection services 6. Monitoring of protection grants to sub-regional HRD networks. 7. Monitoring, documentation, and reporting.
Sub-regional Coalition Committee	<ol style="list-style-type: none"> 1- Participate in fundraising and resource mobilization activities at the secretariat level. 2- Developing quarterly and monthly quarterly reports. 3- Report to the Regional TTWG focal person 4- Conduct routine monitoring visits to HRDs. 	<ol style="list-style-type: none"> 1. Organize advocacy events at national and sub-regional levels. 2. Monitor and document trends of HRD issues in the sub-region. 3. Documentation and reporting. 	<ol style="list-style-type: none"> 1. Coordinate capacity assessments for the sub-regional focal persons. 2. Support the development of materials for End-user-HRD training. 3. Conduct trainings for individual HRDs 4. Monitor subgrants to individual HRDs. 5. Monitoring, documentation, and reporting. 	<ol style="list-style-type: none"> 1. Assessing requests for protection services 2. Conduct joint security assessments. 3. Refer HRDs under threat. 4. Conduct ToTs in digital and safety security for the Sub-regional level. 5. Monitor protection grants to subregional HRD networks. 6. Monitoring, documentation, and reporting.

Grassroot HRDs	<ol style="list-style-type: none"> 1. Participate in events and activities at sub-regional level. 2. Monitoring, reporting, and documentation. 	<ol style="list-style-type: none"> 1. Participate in advocacy events organized at national and sub-regional levels. 2. Monitor and document trends of HRD issues. 3. Advise the sub-regional on advocacy events. 4. Documentation and reporting. 	<ol style="list-style-type: none"> 1. Participate in capacity-building events/ trainings. 2. Monitoring capacity building. 3. Placing requests for capacity building. 	<ol style="list-style-type: none"> 1. Report HRD issues 2. Monitoring and documentation of HRD issues 3. Participate in protection events, including trainings.
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5.0 Protection Program Risk

The NCHRD-U is cognizant that while implementing the protection program, the organization is inevitably exposed to risks. These risks broadly entail the following:

- i) The **Risk of Financial Loss** that might arise when money is lost due to working with HRD and HRD organizations that are not transparent or fraudulent.
- ii) The **Risk of Association**. NCHRD-U works with different HRD categories, including those involved in civil political rights, governance, minority rights, etc. Working closely with HRD groups might be perceived negatively by the authorities, which might result in being labeled as anti-government or a promoter of homosexuality. Coalition staff could be targeted, and this could manifest in the form of denial of visas, arrests, persecution, etc.
- iii) The **Mission Drift** where the HRDs and HRD organizations do not conform to the primary objective contrary to the objective and mission of NCHRD-U.
- iv) The **Risk of Program Failure** arising from failure to achieve the intended program objectives.

5.1 Protection Program Risk Matrix

Risk	Source of Risk	Likelihood of occurrence (High, Medium, Low)	Impact (High, Medium, Low)	Consequence (High, Medium, Low)	Means of mitigation
1. Financial loss.	Fraudulent HRDs and HRD organizations	High	High	High	Develop and implement strong due diligence and grant guidelines.
2. Deregistration and closure by government.	Working and supporting HRDs for minority groups like LGBTI and those in governance.	High	High	High	Develop a clear position statement on the scope and boundary of engagements.
3. Reprisal from community members and the general public	Working and supporting HRDs for minority groups like LGBTI and those in governance.	High	High	High	Develop a clear position statement on the scope and boundary of engagements.




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