HUMAN RIGHTS COMMISSION OF SIERRA ELONE



STRATEGIC PLAN
2026 - 2030

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Acronyms

CSO – Civil Society Organization

ES – Executive Secretary

GANHRI - Global Alliance for National Human Rights Institutions

GoSL – Government of Sierra Leone

HQ – Headquarters

HRCSL – Human Rights Commission of Sierra Leone

LGBTQI – Lesbian, Gay, Bisexual, Transgender, Queer and Intersex

M&E – Monitoring & Evaluation

NGO – Non-Governmental Organisation

NHRI - National Human Rights Institutions

PwA - People with Albinism

PwD – People with Disabilities

SGBV – Sexual Gender Based Violence

SOP – Standard Operation Procedures

SWOT – Strengths Weakness Opportunities Threats analysis

TRCSL - Truth and Reconciliation Commission Sierra Leone

PESTLE- Political, Economic, Social, Technological, Legal and Environmental

SHRPCs- School Human Rights and Peace clubs

PC - Peace clubs

HR - Human Resources

DM&R - Directorate of Monitoring and Research

DCILS - Directorate of Complaints, Investigation and Legal Services

DECT - Directorate of Education, Communication and Training

Executive Summary

The HRCSL 2026-2030 Strategic Plan articulates its strategic direction for the next five years towards its mandate on the promotion, fulfilment and protection of human rights and fundamental freedoms. As the **FOURTH** strategic document, this plan builds on the successful implementation of the previous strategic plans.

The 2026-2030 Strategic Plan has five parts that focuses on the work of the Commission for the next five years.
Part 1 introduces the Commission in its entirety, providing information on its existence as a legal institution, its mandates, functions and powers. The chapter also discusses the aspiration and guiding principles of the Commission, which includes amongst others the goal, vision, mission, and core values. It concludes on the structure and programs of the Commission. The intent of the chapter is to give a full picture of the Commission to the reader and thereby position him or her to understanding the Commission ‘s trajectory and approach in achieving its mandate.

Part 2 expounds more on the operational or contextual framework and working environment of the Commission and how the programs of the Commission are aligned to suit or address the needs of the levels of the global framework on human rights advocacy. Here the chapter posits that the Commission ‘s work is operationalized and appreciated at three levels, namely, international, regional, and national levels. To each of these levels, the Commission has identified programs specific to address issues raised in all of the levels.

Additionally, Part 3 discusses the meat of the document, which is the Strategic Plan itself. The chapter explains the rationale for crafting the plan, the methodology used, the theory of change for the plan, the Strength, Weakness, Opportunities, and Threats (SWOT) analysis of the Commission, and the stakeholders ‘analysis for the successful implementation of the plan. The Chapter further explains the objectives to be pursued for the next five years, and their attending strategies, outcomes, outputs, targets and programs for each of the objectives.

Moreover, Part four (4) speaks more on the implementation arrangements, hinting on the governance structure, resource mobilization, and an analysis of the risks and management.

Finally, the fifth (5) and last part talks on the monitoring and evaluation of the implementation of the plan, monitoring of the roles and responsibilities of the plan, who ‘s to do what, how, and when; and then concludes on the monitoring and evaluation of the learning systems in the implementation. This aspect is intended to track lessons learnt and to inform modifications in the implementation process and also for future plans.

Part One (1)

1.1 Introduction

Established in 2004 through an Act of Parliament, the Human Rights Commission of Sierra Leone (HRCSL) has remained a critical institution in the protection and promoting of the rights and welfare of Sierra Leoneans since commencement of operations in 2007. The Commission was established as part of a post-conflict reconstruction agenda; one of several institutions created to strengthen democratic governance and address the challenges that contributed to the eruption of the eleven-year civil war in Sierra Leone (1991-2002). These challenges included socio-economic injustices and systemic violations of human rights in the country.[1] Consequently, both the Lomé Peace Agreement signed on 7 July 1999 and the Truth and Reconciliation Commission of Sierra Leone (TRCSL) reports, published in 2004, recommended the establishment of a Human Rights Commission for Sierra Leone, which would "serve as both a watchdog and a visible route through which people can access their rights: with the power to take steps to secure appropriate redress where human rights have been violated and accountable to Parliament and not to be an executive arm of the government" (TRC, Vol. 1. Chapter three, p. 135).

In the eighteen years since the Commission commenced operations, it has implemented three generations of strategic plans, strategically positioning itself as a credible and reputable human rights institution. The activities undertaken by the Commission have helped to improve public understanding of human rights, through providing information on how to claim and defend them. However, this growing awareness has placed the Commission at a crossroads, as the increasing demand and complexity of human rights protection and promotion work require it to adapt, evolve, rebrand, reposition in order to articulate a new vision and strategic direction. This requires introspection of its institutional capacity, policy environment, and factors constraining its ability to respond to the burgeoning demand for human rights protection and advocacy in a dynamic local and international environment. Thus, there is the need for the Commission to develop a strategic plan that is modern, pragmatic, aspirational and provides a new direction for the Commission to deliver on its mandate efficiently and effectively.

This current strategy seeks to consolidate and expand the Human Rights Commission of Sierra Leone's (HRCSL) leadership in human rights protection and promotion by strengthening its institutional capacity, deepening national human rights accountability mechanisms, and fostering inclusive, rights-based development. It will respond to the strategic needs of the Commission to continually evolve and grow and, ultimately, achieve improved human rights outcomes for the people of Sierra Leone. The exercise through which this strategy was developed allows the Commission to self-reflect, allowing honest dialogue both internally and with its stakeholders. Through this process, the Commission has articulated the new direction to be taken; setting new priority outcomes and devising new methods to strategically fulfil its mandate.

This document serves as a key management tool, through which the activities of the Commission are developed and implemented. It provides the strategic direction that is required by both the management and staff of the Commission as could be seen in the outcome and outputs areas.

[1] See the Truth and Reconciliation Commission of Sierra Leone's reports and recommendations published in 2004.

1.2 Aspiration and Guiding Principles**:**

In fulfilling its mandate, the HRCSL shall act in accordance with the values and principles set out in its Statutory Act and the laws of Sierra Leone and shall observe and respect: a) the diversity of the people of Sierra Leone; b) impartiality and gender equity; c) all treaties and conventions which have been ratified by Sierra Leone and in particular the fact that human rights are indivisible, interdependent, interrelated and of equal importance for the dignity of all human beings; and, d) the rules of natural justice. Implementation of the HRCSL 's mandate is pursued through various strategies including but not limited to: processing complaints, conducting investigations, securing redress, undertaking audit of law, research, advisories, lobbying and advocacy, conducting human rights education and training and monitoring and partnership building.

1.3 Mandate, Functions and Powers of the HRCSL:

Mandate of the HRCSL

Section 7 of the Human Rights Commission Act (No.9) 2004 stipulates that the main objective for the establishment of the HRCSL is to protect and promote human rights in Sierra Leone, and states the following as the functions of the Commission:

- Investigate or inquire into complaints of human rights violations.
- Promote respect for human rights through public awareness and education programmes.
- Publish guidelines, manuals and other materials explaining the human rights obligations of public officials and others.
- Cooperate with institutions including public interest bodies, Non-Governmental Organisations (NGOs) and international organisations working in the field of human rights.
- Review existing legislation and advise the Government concerning their compliance with international obligations.
- Monitor draft legislation, policies, programmes and administrative practices to ensure human rights compliance.
- Advise and support government in the preparation of reports under international human rights instruments or treaties.
- Monitor and document violations of human rights in Sierra Leone.
- Publish an annual report on the State of Human Rights in Sierra Leone.

Independence of the Commission

Section 14 of the HRCSL Act guarantees the independence of the HRCSL and states that "except as otherwise provided in the Act, the Commission shall not be subject to the control or direction of any person or authority", even if such a person or authority provides financial or material support to the Commission.

Jurisdiction

Under Sections 1 and 7 of the 2004 Act, HRCSL has the mandate to address all rights guaranteed by the Constitution, or embodied in all international agreements to which Sierra Leone is a party. This can be done by way of inquiries or tribunal hearings. However, Section 16 of the Act stipulates that HRCSL cannot investigate any matter pending, or already decided by a court of competent jurisdiction or any human rights violation that occurred before 26th August 2004.

1.4 Vision, Mission and Core Values

Vision: A Sierra Leone where a culture of human rights prevails and the people respect the rule of law and live in peace and dignity.
Mission: HRCSL exists to take the lead role in building a culture of human rights (including observance of individual responsibilities) which maintains human dignity for all in Sierra Leone in full compliance with the Constitution, laws, international and regional instruments through effective partnership and collaboration.

Core Values
As an Independent Human Rights Institution, the HRCSL is committed to upholding these core values:

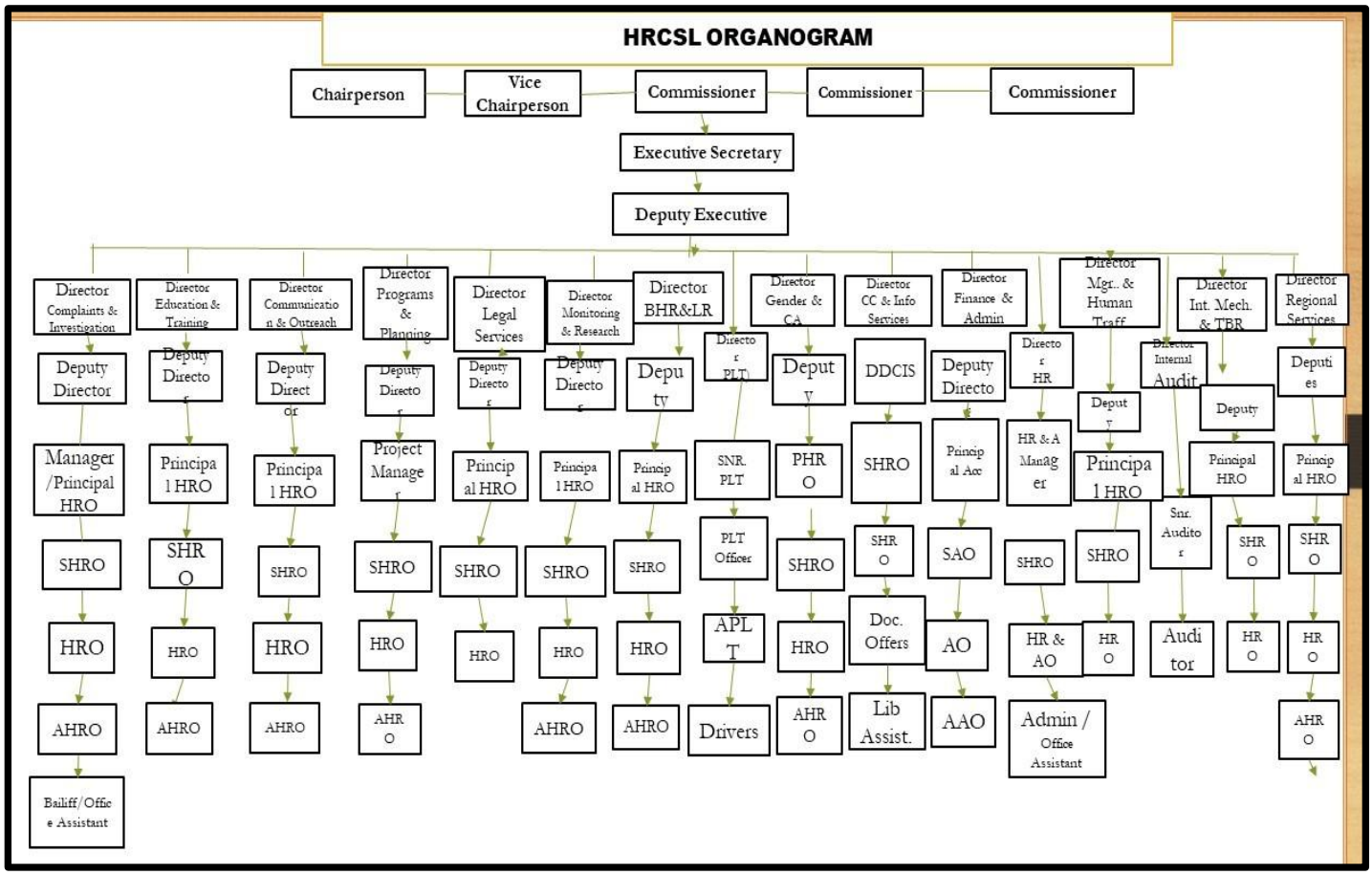
- **Professionalism** encompassing discipline, competence, dependability, integrity, expertise, team spirit, tactfulness
- **Service** with humility
- **Independence** including fairness, objectivity, impartiality
- **Inclusiveness** ensuring diversity
- **Accessibility** covering empathy, tolerance, understanding
- **Accountability** embracing honesty
- **Collaboration** with other human rights organisations, stakeholders and development partners

1.6 Relationship with the Courts

The HRCSL is not a substitute for the courts. It can refer to the High Court for contempt, any person who refuses, without justifiable cause, to comply with its decision, direction, or order within a specified time. Any person aggrieved by any decision of the HRCSL may appeal to the Supreme Court. The HRCSL has power to intervene in legal proceedings involving any human rights issue by issuing amicus curiae briefs. HRCSL being a corporate body can sue and be sued in a Court of law.

1.7 Administrative Structure:

A detailed organogram of the HRCSL is found in this plan. Notwithstanding, HRCSL general structure comprises a Board of Commissioners, responsible to provide the policy formulation and direction, strategic engagements and resource mobilisation on behalf of the Commission and a Secretariat which carries on the day-to-day running of the affairs of the Commission and headed by the Executive Secretary. Statutorily, the Commission have five Commissioners and eleven (11) directorates, including, Directorates for Finance and Administration, Complaints, Investigation and Legal Services, Monitoring and Research, Education, Communication and Training, Programmes Planning, Monitoring and Evaluation, Business and Human Rights, Gender and Children Affairs, Climate Change and Information Services, Migration and Human Trafficking, directorate of regional services and the human resources directorates. Each directorate is overseen by a Commissioner and the running of the Directorate ‘s activities is superintended by a Director. See organogram below.



1.8 Implementation Status of the Previous Strategic Plan 2021-2025

The implementation of the previous SP was met with a mix result. The Commission over the years made tremendous successes that advance the protection and promotion of human rights in the country. The strides made has positioned the Commission as the main hub for human rights protection and promotion in the country, and has further increase public confidence, hence the public strongly rely on the services it provides.

However, programme implementation within the Commission was largely been reactive rather than strategic. Activities were often driven by emerging crises, urgent human rights violations, or external donor priorities, rather than by a coherent annual planning framework aligned to institutional strategic objectives. This resulted in fragmented programming, duplication of efforts across directorates, and inconsistent prioritization of issues. Without a structured programme planning architecture, the Commission struggles to translate strategic goals into implementable and costed annual work plans.

Additionally, directorates frequently operated in silos, with limited horizontal coordination. This weakened internal synergy and reduced opportunities for integrated programming-particularly in cross-cutting areas such as gender, climate change, business and human rights, migration, and treaty reporting. The absence of structured inter-directorate planning mechanisms also limiting information sharing and collective problem-solving, thereby reducing institutional effectiveness.

1.9 Summary of Achievements, Challenges, and Lessons Learnt

Achievements:

In 2021 to 2025, the Human Rights Commission of Sierra Leone (HRCSL) significantly advanced its operations through strengthened institutional systems, legal reforms, and nationwide outreach. Legislative progress, including the review of the Human Rights Commission Act 2004 and the validation of the Draft Policy on Business and Human Rights, laid a foundation for greater accountability and enforcement of human rights standards. The Commission improved human rights and access to justice through mobile complaint hearings and referral mechanisms, successfully addressing numerous cases across the country. Capacity building for District Human Rights Committees and CSOs, coupled with the establishment of mini-secretariats and provision of ICT tools, enhanced documentation and real-time reporting. Public education efforts through peace clubs, school programmes, radio discussions, and border-community outreach also deepened awareness of human rights, migration, and gender-based issues including children and other vulnerable groups rights were enhanced, while election monitoring and stakeholder engagement further extended the Commission's influence and effectiveness across all five regional offices.

Challenges

During the period 2021-2025, the HRCSL faced numerous challenges and threats to the implementation of its mandate. The main challenges can be summed up as:

- Rent Payment- The HRCSL currently lacks a land and building of its own. It was therefore subjected to lease and rent payment. This continues to put a strain on the HRCSL'S budget.
- As a result of emerging human rights issues across the country, the demand for the promotion and protection of human rights continues on the increase.
- Logistical challenge, the Commission continues to face serious constraints with programmatic vehicles, printers and computers to easily and efficiently carryout out its work.
- Adequate funding to the Commission to carry out other activities not funded by donors remains a challenge

Lessons Learnt

Key lessons learnt during the performance period 2021 to 2025 include:

- Strategic Partnerships: It is important to have a partnership strategy to enable the HRCSL enhance its collaboration and complementarity with key partners towards implementation of its mandate.
- Managing expectations: It is important to prioritize human rights interventions based on the HRCSL 's capacity and results that are realistic within a given period.
- Perception of Impartiality: The HRCSL maintained its neutrality in pursuing its work. There is therefore need for the HRCSL to balance diplomacy and confrontation while addressing human rights concerns.
- Results Framework: It is critical to develop and implement a concrete results framework aligning HRCSL 's day-to-day activities to outputs and desired outcomes for the realization of the desired impact in the implementation of its mandate.

PART TWO (2)

2.1 HRCSL'S Operational Framework and Environment:

The work of human rights advocacy and protection: the work of the HRCSL can be operationalized and appreciated at various levels. Its programmes and impact can be contextualized at three major and distinct levels: International, Regional and National levels. There are conventions, treaties, protocols, and other human rights issues that are pursued at these levels and the programmes of the Commission are often informed and aligned to suit or address the needs of all or for a given level.

2.2 International Context

At the international level, countries continue to negotiate conventions and treaties through the United Nations platform aimed at addressing inter-alia emerging human rights issues such as; climate change, business and human rights, migration and human trafficking, protection of human rights defenders, cyber security, digital currencies and the fight against terrorism. These international instruments will impact on the regional instruments and ultimately the work of national human rights institutions (NHRIs) at national levels. A slowdown in the global trade and development poses a challenge to the national economy and which ultimately will affect the implementation of Sierra Leones 's vital programmes such as the full realization of the Economic, Social and Cultural Rights (ECOSOC).

If the trend continues, there is a likely growth in inequalities, vulnerabilities especially among children, women, persons with disabilities, older persons and the sick, which will drastically impede the realization of human rights and freedoms across the globe. Security is an important precursor to the enjoyment of human rights and fundamental freedoms at the global level.

However, world security remains threatened by terrorism, cyber-attacks, invasion of nation states by super powers, and human trafficking in different parts of the world. These threats continue to undermine the enjoyment of human rights and fundamental freedoms. The current global trend lays emphasis on the need to conserve the environment hence providing the necessary link between the environment and human rights. The right to a safe, clean and healthy environment is therefore a pre-requisite for the enjoyment of human rights. Clearly, focus is shifting to global best practices geared towards protecting and conserving the environment for future generations as climate change remains one of the greatest threats impeding the full enjoyment of human rights especially in respect to economic, social and cultural rights.

This Strategic Plan development is informed by existing conventions, treaties, and other instruments to which Sierra Leone is a signatory and the local laws and public policies and human rights issues faced by the Country. Its implementation will be tailored to the programme and advocacy needs of each and all of the levels mentioned. Specific attention will be given to the 2030 Agenda for Sustainable Development and Sierra Leone 's adoption of the Sustainable Development Goals (SDGs) by the United Nations in 2015, which seeks to facilitate global development through the 17 Goals and 167 Targets.

Sierra Leone has adopted and committed to HRCSL's Strategic Plan (2026-2030) integrating these development aspirations in its development agenda. It is important to note that the SDGs are informed by human rights principles and standards and therefore present prospects for

advancing the promotion, fulfilment and protection of human rights and fundamental freedoms for all.

2.3 Regional Context

The regional context is being shaped by a number of factors including the African Union (AU) reform agenda which is primarily based on the AU Agenda 2063, a blue print for the economic development of the continent. The main aspirations of Agenda 2063 are good governance, democracy, respect for human rights, justice, rule of law and an Africa whose development is people-driven, relying on the potential of African people, especially in respect to women, youth, older persons and caring for children.
The agenda renews the continental commitment to the Pan African vision for an integrated, prosperous and peaceful Africa '. The regional human rights treaty body mechanisms provide a platform for advancing human rights and fundamental freedoms. Several treaties have been concluded under the auspices of the AU providing an opportunity for governments to secure the enjoyment of human rights, as well as increasing the role of NHRIs in monitoring, promotion and protection of human rights and fundamental freedoms within their respective member States.
Moreover, there has been an increase in the establishment of NHRIs by governments across the continent. **The Network of African National Human Rights Institutions (NANHRI) is the regional umbrella body that brings together twenty-eight (28) A status and seven (7) B status NHRIs in Africa** with the aim of supporting and strengthening their role and cooperation at the regional and international level. Conversely, threats to peace and security are a challenge in various parts of Africa due to political and civil unrest. The region continues to experience insecurity from coup d'états, rebel incursions and organized gangs that threaten regional stability thereby increasing human rights violations and negatively impacting on the free movement of people across the continent.

Notwithstanding the threats to peace and security in the region, there are other noteworthy commitments for human rights protection such as the Maputo Protocol on the Empowerment of Women to which Sierra Leone as a State party is obliged and the Marrakesh Declaration on the protection of human rights defenders which is a NHRI party instrument. In addition, the Economic Community of West African States (ECOWAS) continues to influence legislative frameworks, development agenda and programmes of member states as they move towards economic, social and political integration. For instance, there have been a number of protocols enacted by ECOWAS to govern trade, free movement of goods and people among others. HRCSL recognizes the ECOWAS Community Court of Justice as a human right mechanism, and envisages collaborating with the Court in the protection and promotion of human rights within the sub-region

2.4 National Context

Human Rights Promotion and Protection in Post-War Sierra Leone

Sierra Leone has demonstrated commitment to human rights promotion and protection through constitutional guarantees, legal reforms, and engagement with regional and international human rights systems.

The abolition of the death penalty marked a major human rights milestone. Legislative reforms such as the Criminal Procedure Act 2024 and updated child protection laws reflect ongoing

efforts to align domestic law with international human rights standards. The Human Rights Commission of Sierra Leone (HRCSL) has been strengthened, enhancing its complaint-handling capabilities and extending its outreach to marginalized communities.

In 2021 to 2025, the Human Rights Commission of Sierra Leone (HRCSL) significantly advanced its operations through strengthened institutional systems, legal reforms, and nationwide outreach. Legislative progress, including the review of the Human Rights Commission Act 2004 and the validation of the Draft Policy on Business and Human Rights, laid a foundation for greater accountability and enforcement of human rights standards. The Commission improved human rights and access to justice through mobile complaint hearings and referral mechanisms, successfully addressing numerous cases across the country. Capacity building for District Human Rights Committees and CSOs, coupled with the establishment of mini-secretariats and provision of ICT tools, enhanced documentation and real-time reporting. Public education efforts through peace clubs, school programmes, radio discussions, and border-community outreach also deepened awareness of human rights, migration, and gender-based issues, while election monitoring and stakeholder engagement further extended the Commission's influence and effectiveness across all five regional offices.

The continued support to the Human Rights Commission of Sierra Leone (HRCSL) reflects the strong commitment of the GoSL, Embassy of Ireland and UNDP and other partners to advancing the culture of human rights, the rule of law, and access to justice in Sierra Leone. This SP aims to build on past achievements by reinforcing the efforts of the Government of Sierra Leone (GoSL) to strengthen inclusive justice systems and human rights institutions, thereby promoting accountability, equality, and the protection of fundamental freedoms nationwide.

Despite these advances, Sierra Leone's human rights context is characterized by a mixture of genuine progress and continuing challenges. Deep-rooted problems in enforcement, discrimination, violence, and judicial independence, delays in high-profile cases, and a lack of protection for human rights defenders persist. These highlight the need for sustained effort to translate legal rights into meaningful protections for all citizens.

The justice system continues to face overcrowded prisons, with occupancy rates often surpassing 150% of capacity. Many inmates, particularly in rural areas, are held for extended periods ranging from six months to two years before their cases are heard, highlighting systemic delays and gaps in access to timely justice, prolonged pre-trial detentions, and insufficient legal aid. The pre-trial detainees often make up over 50% of the total prison population.

Gender-based violence and inequality remain widespread in Sierra Leone. According to the 2019 Demographic and Health Survey, 62% of women aged 15–49 have experienced physical or sexual violence, while 83% have undergone female genital mutilation (FGM). Child marriage also remains prevalent, with 39% of girls married before age 18. Despite recent legal reforms, including a ban on child marriage, enforcement remains weak, especially in rural areas where support services are limited and prosecution of offenders is slow.
Access to justice in Sierra Leone remains limited, particularly for vulnerable populations. In some districts, a single paralegal may serve over an estimated 10,000 people, highlighting the strain on legal aid resources. While legal aid services reportedly support people in rural communities, the demand still far exceeds capacity, leaving many without adequate legal representation, especially in rural and under-served communities.[i]

The criminal justice system harshly penalizes petty offences, which disproportionately affect the poor, homeless, street vendors, night workers, and marginalized women, while the wealthy often escape enforcement due to privacy and influence. Petty offences continue to contribute significantly to criminalization of poverty. Human rights and legal advocacy groups estimate that 30–40% of arrests in urban areas are for minor offences such as loitering and public disorder. More than 70% of those arrested for these offences come from low-income or informal sectors, including street traders and the homeless some of whom face repeat arrests multiple times a year for the same conduct. Women, people living in poverty, and those working in the informal economy are especially affected. This pattern not only reinforces systemic discrimination, but also places an unnecessary burden on the justice system. [2]

Freedom of expression remains under threat. Journalists face constant intimidation, harassment, assault, or detention, while many incidents go unreported. According to the 2023 Reporters Without Borders (RSF) Press Freedom Index, Sierra Leone ranked 74 out of 180 countries, reflecting ongoing concerns about government interference, intimidation of critics, and constraints on civic space. (Idea seems repeated with above as highlighted)

At the institutional level, the HRCSL continues to face critical logistical and operational challenges that undermine its effectiveness.
Critical to the Commission's continued existence is the management of its financial resources. The massive mandate of the promotion and protection of human rights demands a large pool of resources. Unfortunately, over the years the Commission has not been provided with adequate resources to carry out its mandate. Often only a fraction of the budgetary allocations for the Commission is provided, mostly not on time. As a result, the implementation of the strategic plans have been ad-hoc. The Commission has, in the last few years, heavily relied on the support of donors to carry out its activities. It has largely followed the agenda and priorities of donors rather than setting its own priorities and having donors complement its activities and efforts.
Existing financial challenges have, over the years, created an atmosphere of uncertainty and instability in exercising the mandate of the Commission. Continual secured funding would allow the organisation to coordinate its resource utilisation much more efficiently, thereby contributing to a wider organisational change in culture by taking a proactive rather than reactive approach to problem-solving. This will allow the organisation to constructively engage on human rights issues in Sierra Leone.

The systems, processes and technology for sharing, referencing, and archiving data (such as online libraries and databases) are virtually non-existent in the Commission. This is due to inadequate internet facilities combined with a lack of essential equipment to facilitate cross-department communication. Additionally, these forms of innovative technology provide a currently underutilised opportunity for the Commission, and present a potentially new and innovative way for the Commission to improve on its decision-making capacity, communication and community engagement, at the same time boosting its public profile.

The above-mentioned challenges have saddled the Commission with a burden that undermines its performance. Reducing the ability of the Commission to realise its vision, these weaknesses force adoption of ad-hoc activities rather than following a strategic approach to fulfilling its mandate. With the growing demand for its services, the Commission must address these

[22] See report from Advo Aid 2024

challenges and position strategically to efficiently provide services required by the public. The ability of the Commission to adequately do so will go a long way in enhancing credibility, confidence, and trust of the people it serves. Charting a new path for the Commission requires a detailed long-term strategic approach, this is both urgent and essential, hence the constitution of this strategic plan. However, even this strategy runs the risk of not achieving its goals, if there is the lack of political-will on the part of the government to provide the human and financial resources that the Commission requires to fully implement the strategy.

Part Three (3)

3.1 The 2026-2030 Strategic Focus

This Strategic Plan (2026-2030) is developed to further guide the HRCSL in achieving its mandate and to provide the focus or compass for the next five years in light of the challenges and lessons learnt during the implementation of the previous SP and also emerging global, regional, and national trends, specifically on human rights violations. In this regard, the HRCSL felt the need to review key aspects of its strategy including its corporate statements so as to better align to the dynamic environment context.

3.2 Strategic Plan Development Process / Methodology:

This fourth generation Strategic Plan (2026-2030) is developed through a participatory process involving the Commissioners, staff of the Secretariat and key stakeholders in both public and private institutions including the civil society. It commenced with the review of the previous strategic plan, desk top review/ literature reviews, other key institutional and sector documents, data collection, and working sessions. The inputs received from the various processes were then reviewed, analysed, shared and compiled into a draft strategy document. The draft strategy document was further discussed, reviewed and finalised through a validation workshop.

3.3 Strategic Plan Theory of Change

HRCSL seeks to building a culture of human rights (including observance of individual responsibilities) which maintains human dignity for all in Sierra Leone in full compliance with the Constitution, laws, international and regional instruments through effective partnership and collaboration. These will be enhanced through building public knowledge and the protection of human rights and fundamental freedoms, forge compliance of national institutions with human rights standards and hold duty bearers and private businesses accountable for violations and abuse of human rights.

3.4 SWOT Analysis

A review of the HRCSL 's immediate environment was conducted using a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis by the Commissioners and Staff. A SWOT analysis helps an organization to identify its internal strengths and weaknesses as well as its potential opportunities and threats. The HRCSL will build on its strengths, utilize opportunities and endeavour to mitigate the effects of threats and weaknesses. Table 1 below presents a summary of these factors as well as the strategic responses to those situations.

SWOT Analysis Table 1

Strengths	Weaknesses
Committed Staff**: committed and skilled staffs that are willing to work and learn.** Tenure Status**:** **HRCSL can implement its mandate without fear or favor in line with its statutory mandate and the Paris Principles.**	Inadequate resources**: with limited government budgetary support for both administrative and operations, the need for robust resource mobilization.** Low Visibility**: The need for more communication and branding strategy**

'A' status accreditation**: membership, representation and voice with regional and international bodies and networks.**	**and infrastructure. No owned regional and country offices putting heavy financial burden on the Commission**
Opportunities Relationship with Regional and International reporting mechanisms**: Continuous engagement with the accountability and reporting mechanisms** Strategic Partner(s)**: partners prepared and willing to give technical and financial support to the HRCSL.**	**Threats** Inadequate implementation of recommendations from the state of human rights reports. Increasing wave of human rights abuses/violations.

3.5 PESTLE Analysis

The Political, Economic, Social, Technological, Legal and Environmental (PESTLE) analysis was undertaken. This exercise enables the Commission to examine and describe the forces in which it operates with a view to knowing the factors that will either support or impede the process of implementing the strategic plan. Table 2 below presents the Pestle analysis:

Table 2

Factors	Issues	Effect
Political factor	Low political will in the remediation of human rights violation and abuse	Increased in the number of human rights violations and abuses Some laws and policies are not fully aligned with human rights standards and principles Ineffective implementation of laws
Economic factor	Inadequate funding by the state	The mandate of the Commission is not fully fulfilled
Social factor	Harmful cultural practices	Undermine the promotion and protection of human rights
Un	Inadequacy of modern ICT infrastructure	Low productivity
Legal factor	The HRCSL has limited enforcement powers and unclear provisions There are provisions of the Act that require clarification (i.e. appointment of Chair and Vice Persons).	Non-adherence and low implementation of decisions and recommendations from the Commission.

	Term limit of the Executive Secretary position	Institutional knowledge of the Commission is not sustained.
Environmental factor	Climate Change	Food insecurity and threat to human survival

3.6 Analysis of the Strategic Goal, Outcomes and Outputs

This strategy is developed with the aim of both addressing the challenges identified in the section above and strategically positioning the Commission as the lead institution in the protection and promotion of the rights, dignity and decency of Sierra Leoneans. This five-year Strategic Plan (2026-2030) is developed, in part, with the aim of supporting the Commission's rebranding and engagement with the public and its partners. Given the increasingly dynamic and volatile environment the Commission operates in, it is essential to conceptualise a clear vision on how best to respond to the growing demand for its services.

The strategic plan has the overall goal of:

The overall goal of this SP is to continue to strengthen the capacity of the HRCSL and its partners for the effective promotion and protection of human rights in resonance with its statutory obligations and international responsibilities and achieve enhanced respect for fundamental human rights, equality, and dignity.

In line with this goal, the strategic plan articulates ten (10) specific outcomes as follows:

- Outcome 1: Independence and Autonomy of the Commission strengthened
- Outcome 2: Improved Corporate Governance, Operations and Visibility of the Commission
- Outcome 3: Complaints handling in the Promotion and Protection of Human Rights Strengthened
- Outcome 4: Monitoring and the Research Component of the Commission Strengthened
- Outcome 5: Strengthened Protection, Monitoring and Accountability for Gender Equality and the Rights of Children and Persons with Disabilities
- Outcome 6: Strengthened Capacity of the Commission to Monitor and Report on Human Rights to International Treaty Bodies and UN Human Rights Mechanisms
- Outcome 7: The Protection and Promotion of Human Rights in the Business Sector Strengthened:
- Outcome 8: The Protection and promotion of the rights of migrants, returnees and victims of human trafficking enhanced
- Outcome 9: The operations of the regions in the protection and promotion of human rights strengthened
- Outcome 10: Integrated Human Rights-Based Approach (HRBA) to the three (3) Planetary Crisis of Climate Change, Pollution and Biodiversity Loss enhanced

Together, these outcomes will shape the interactions, relationships and strategic focus of the Commission over the next five years. As part of a coherent, collaborative, inclusive and integrated approach, it seeks to ensure that the Commission excels in the achievement of its

mandate. With this strategy, the Commission is committed to taking an innovative, performance driven and coordinated approach to realising its overall goal.

1. Outcome 1: Independence and Autonomy of the Commission Strengthened

A key requirement of the Paris Principles for National Human Rights Institutions (NHRIs) is the need for HRCSL to be autonomous from the state. This is expected to be realised not just in legal texts but operationall, budgetary and symbolic independence. The HRCSL regards autonomy from the government of Sierra Leone (GoSL) as a crucial criterion in fulfilling its mandate. The independence of the Commission will go a long way in strengthening the public's faith and confidence in it. Over the years, perceptions of political interference in the activities of the Commission have undermined its credibility. While GoSL's interference may have been negligible, in some instances, the government's failure to follow Commission recommendations and entertain public scrutiny in certain aspects of its work in which violations of human rights may have occurred have further eroded the perception of the Commission's autonomy. Such functional independence will require actions to improve public faith, by means of increasing legal, financial and operational autonomy.

The objectives of the outcome are:

i. The legal and constitutional guarantees of autonomy of the Commission strengthened
ii. Institutional and financial independence of the Commission enhanced

To achieve these objectives, the following outputs will be implemented:

Output 1.1 Legal and Constitutional Guarantees of Autonomy of the Commission Strengthened

The Commission will prioritise the strengthening of its legal mandate to ensure it enjoys greater autonomy both legally and operationally. To do this, the Commission with the aid of a consultant will organise a stakeholder workshop to consciously reflect on its practices and challenges that affect its independence and autonomy. The Commission will further engage with Parliament and policymakers including the office of the Attorney General and Minister of Justice (AGMJ) to reinforce the completion of the reviewed HRCSL Act. These strategic engagements are critical to ensure government and cross-party buy-in to implementing legal reforms. A review of the legislation should seek to not only achieve greater legal and operational autonomy by improving public perception concerning intermittent governmental interference but must also ensure constitutional entrenchment. In light of which, the Commission will undertake a workshop to sensitise members of Parliament on the need for a greater constitutional guarantee, lobbying them to amend the constitution to give the Human Rights Commission a permanent legal existence.

Activity	Performance Indicator
Drafting of the constitutional instrument	Instrument drafted
Organise high level pre-legislative consultative meetings with the Office of the AG, Parliament and other relevant bodies geared towards	HRCSL embedded in the National Constitution with stronger constitutional powers

embedding HRCSL as an institution in the national Constitution	
Continue to lobby government and parliament to expedite the passing of the new Act into law and popularise its content	HRCSL's new Act enacted into law and the protection and promotion of people enhanced annually

Output 1.2 Institutional and Financial Independence of the Commission Enhanced

The perennial problem of financial uncertainty is a major threat to the Commission's autonomy and independence as it undermines the Commission's ability to execute its mandate efficiently and effectively. Thus, a significant number of Sierra Leoneans, especially those in rural, remote, and isolated communities, are denied much needed services from the Commission. At the same time, it has implications for the independence and credibility of the institution as it struggles to secure funds from the government usually relying on donors for support.

Recognising the role of financial resources in human rights promotion and protection, financial autonomy, and the need for adequate provision of resources to national human rights institutions are considered mandatory for national human rights institutions under the Paris Principles. The Commission will develop a comprehensive cost estimate of its short to medium term needs, using this as a basis for engaging the President and the Minister of Finance in order to secure enough funding to maintain its operational independence over the next five years. Additionally, in its engagement with the President and Minister of Finance, the Commission should seek to secure a high-level agreement with the government to implement at least 50% of its recommendations.

In addition to the above, the Commission should endeavour to continue to embark on robust resource mobilisation drive, through which it will engage development partners and potential funders outside of Sierra Leone. The Commission will strengthen its resource mobilisation team to ensure that they mobilise required resources. At the same time, the Commission will put in place stiff resource management regimes to ensure that resources mobilised are efficiently used, and value for money is always ensured when activities are undertaken.

Activity	Performance Indicator
Develop a comprehensive five-year budget estimate for the Commission to implement its mandate effectively	Five-year budget estimate developed and the Commission has the required resources to function
Organise a strategic level meeting with the President and Minister of Finance to agree on a budget estimate and proper means of funding the Human Rights Commission	Memorandum of understanding agreed with the government on a budget estimate for the HRCSL
Secure a high-level agreement with the AG's Office to implementation recommendations from the Commission	Memorandum of Understanding agreed with the government on implementation of HRCSL's recommendations % of victims who receive redress as a result of the implementation process.
Strengthen the resource mobilization unit of the Commission	Resource Mobilisation Unit strengthened and resource mobilised for the effective operations of the Commission.

Train staff in the resource mobilisation unit on how to mobilise resources	Staff have the required knowledge on how to resource mobilise
Plan and undertake resource mobilisation activities (e.g. RM conferences)	Stakeholders engaged and resource available for the use of the Commission.

2. Outcome 2: Improved Corporate Governance, Operations and Visibility of the Commission

Corporate governance in human rights plays a crucial role in promoting and protecting human rights. It provides a framework for cooperation and coordination among the different layers in an institution to effectively address human rights challenges. Effective corporate governance in human rights can help to:

- Prevent human rights abuses through early warning systems and preventive measures
- Protect victims of human rights abuses through accountability mechanisms and remedies
- Promote a culture of human rights through education, awareness-raising, and capacity-building

Every organisation must comply with the administrative layers of strategic management and operational capabilities. In other words, leadership, management, and operational level roles as detailed in its organisational structure require clear distinctions for an organisation to function effectively. The Commission should strive to maintain a clearer organisational structure in order to effectively and efficiently improve performance and morale. There is a need for a full implementation of the organogram of the Commission, with a staff retreat to communicate the clear roles and responsibilities in accordance with the organogram. This strategic reorganisation is critical to ensuring and determining the strategic direction and vision of the Commission.

To this end, the staff of the Commission must be available and empowered to perform according to their job descriptions, with their feedback being utilised by Commissioners for strategic engagement. This should optimise the Commission's performance, ensuring better teamwork, promoting institutional memory, professionalism and discipline. Importantly, it will strengthen the capacity of the Commission to receive and address complaints from the public, thereby enhancing its credibility and reputation.

The HRCSL will also continue to strengthen the capacity of Human Rights Committees, by restructuring their executives to make them more functional and viable, providing them with training and other supports that will further enhance their knowledge, skills and ability to complement its activities. In addition to this, the HRCSL will employ, train and deploy more M&E officers, with systems and structures developed to strengthen the process of collecting, collating, analysing, managing and using human rights related data.

The objectives of the outcome are to:

i. Improve on the clarity of the roles and responsibilities of all layers of the Commission
ii. Strengthen Corporate Governance, Leadership and Oversight of the Commission
iii. Improve Feedback Mechanisms and Communication on the activities of the Commission
iv. Improve on the visibility of the Commission across the Country
v. Strengthen the complaints handling systems and mechanisms of the Commission
vi. Strengthen the capacity of the programmes and M&E systems of the Commission
vii. Strengthen the relationship with local and international actors

viii. Strengthen the human resource capacity and management of Staff of the Commission
ix. Ensure the annual production and dissemination of the SOHR
x. Strengthen the monitoring and research component in the Commission.
xi. Strengthen external engagements with partners
xii. Strengthen the internal audit capacity

To achieve these objectives, the following outputs will be implemented:

Output 2.1 Improved Clarity of Roles and Responsibilities of all Layers of the Commission

The Commission will ensure that there is a clear division of labour between Commissioners and all other cadres at strategic and operational levels of the Commission, i.e. the Executive Secretary, directors, management of operations and field staff. To achieve this, the Commission should clearly interpret its organogram and produce functional analysis report clarifying roles and responsibilities. This will enable clarity of roles and avoid overlaps and confusion between strategic and operational level staff. The clarity in roles and responsibilities will help to enhance a much more efficient communication and engagement at all levels in the Commission.

Activity	Performance Indicator
Review and adopt clear roles and responsibilities from leadership, management and operations.	Management and functional plan with clear distinction of roles and responsibilities and guaranteeing autonomy for management and operational levels.

Output 2:2 Strengthened Corporate Governance, Leadership and Oversight of the Commission and Reporting

The Commission will ensure that effective corporate governance, leadership and oversight is provided by Commissioners to ensure that management delivers on the mandate of the Commission. Most importantly, this includes the need to meet well defined goals within a realistic timeframe. This will involve the adoption of a clear vision and strategic direction, as well as the development of policy guidelines on key aspects of the work of the Commission. Including the development of annual work plans that include key activity timelines, outcomes and a calendar to serve as an accountability tool and establish performance and motivation system such as human rights officers' award for exceptional staff.

Despite producing important reports such as State of Human Rights Reports and thematic monitoring findings, reporting formats and standards have not been fully harmonized across directorates. This has led to inconsistencies in structure, data presentation, analysis depth and quality assurance processes. The absence of adherence to standardized reporting templates has made consolidation and institutional reporting challenging.

Moreover, institutional memory remains weak. Documentation systems are largely manual and fragmented, with limited digital archiving infrastructure. Critical reports, monitoring data, legal opinions and research findings are not centrally stored in a retrievable and searchable database. This creates inefficiencies, duplication of work, and the loss of valuable institutional knowledge when staff transition.

The lack of a structured knowledge management framework also limits organizational learning. Lessons learned from field interventions, public interest litigation, monitoring visits or donor-funded projects are not systematically captured or disseminated. Strengthening reporting standards and knowledge management systems is therefore essential to ensure institutional continuity, improve quality assurance, and position the Commission as a credible evidence-based human rights institution.

Activity	Performance Indicator
Develop annual work plans, including key activity timelines, outcomes and calendar to serve as an accountability tool.	Annual work plan developed and operational
Develop standard reporting templates	No. of reporting templates developed and adopted.
Establish a central documentation and archive system	Archive system established & functional.
Produce periodic analytical briefs from field office	No. of analytical products produced
Train staff in results-based reporting	Percentage of staff trained.
Establish a national human rights award for staff	Human rights award for staff established. Improve staff performance during the process.

Output 2.3: Institutional programme planning and coordination strengthened

Over the years, programme implementation within the Commission has largely been reactive rather than strategic. Activities were often driven by emerging crises, urgent human rights violations, or external donor priorities, rather than by a coherent annual planning framework aligned to institutional strategic objectives. This resulted in fragmented programming, duplication of efforts across directorates, and inconsistent prioritization of issues. Without a structured programme planning architecture, the Commission struggles to translate strategic goals into implementable and costed annual work plans.

Additionally, directorates frequently operated in silos, with limited horizontal coordination. This weakened internal synergy and reduced opportunities for integrated programming-particularly in cross-cutting areas such as gender, climate change, business and human rights, migration, and treaty reporting. The absence of structured inter-directorate planning mechanisms is also limiting information sharing and collective problem-solving, thereby reducing institutional effectiveness.

The lack of a centralized programme coordination further undermined accountability. Without a consolidated planning and tracking system, it has been difficult to monitor whether activities are aligned to the strategic plan, whether resources are optimally deployed, and whether interventions are achieving intended results. Strengthening institutional planning and coordination is therefore essential to ensure efficiency, coherence and strategic focus over the next five years. To achieve this output the following activities will be implemented.

Activity	Performance Indicator

Develop a Commission-wide Programme Planning Framework.	Planning framework approved and used.
Organise annual and quarterly planning retreats.	% of activities derived from annual plans.
Produce consolidated annual operational plans and budgets.	Consolidated annual operational plans and budgets produced and rolled out.
Establish inter-directorate programme review meetings (monthly).	Increased knowledge of institutional programming and performance
Develop project design guidelines (concept note → proposal → implementation).	Project design guidelines developed for effective resource mobilization strides

Output 2.4: Resource mobilization and donor engagement enhanced

The Commission is still facing underfunding and unpredictable disbursement of government allocations. This financial uncertainty has limited its operational autonomy and reduced its ability to plan long-term interventions. In many instances, only a fraction of approved budgets was released, often late, thereby constraining programme implementation and weakening institutional credibility.
In response to funding gaps, the Commission increasingly relied on donor support. However, due to the absence of a structured resource mobilization strategy, engagement with development partners was often ad-hoc and opportunity-driven rather than strategic. Furthermore, the absence of a funding pipeline tracking mechanism and systematic donor relationship management has restricted the Commission's ability to diversify funding sources.

This dependence on a narrow pool of partners poses sustainability risks. Without strengthening internal fundraising capacity and strategic engagement, the Commission risks remaining externally driven and financially vulnerable in a rapidly changing development financing landscape. To this effect, the following activities will be implemented to curb the challenges.

Activity	Performance Indicator
Develop and implement a Resource Mobilization Strategy.	Strategy produced, approved and implemented Resources are mobilised for the effective functioning of the Commission
Map donor priorities (bilateral, multilateral, private foundations).	No. of engagements and proposals submitted and engagement carried out and resources available.
Train staff in fundraising and donor compliance.	Trainings conducted and resource mobilisation strides undertaken
Organize annual donor roundtable meetings	Donor meetings held and donor commitment made Availability of resources

Maintain a funding pipeline tracker.	Funding pipeline tracker maintained

Output 2.5: Improved Visibility of the Commission to the Public

In addition to increasing its public profile, the Commission will ensure that it increases the visibility of its achievement in fulfilling its mandate. This will enhance the capacity of the public to interact with the Commission. To do so, the Commission will undertake several actions such as having its website become more functional, making it more user-friendly and interactive to better facilitate public engagement. Equally important is promoting the Commission's activities on social media. The Commission should aim to maintain an active social media presence as set out by the communications strategy; this will be facilitated by the provision of good internet facilities across all Commission's offices.

Additionally, the Commission will take a more conscious effort to manage its media image. This will include strategically improving its engagement with the media, particularly when handling cases of great national interest. Coupled with this, the Commission will mobilize resources that will enable it to undertake mobile clinics, through which it will engage people in remote and isolated communities, making them become aware of the existence and activities of the Commission and provide them with essential services. To achieve these, the following activities will be implemented.

Activity	Performance Indicator
Revamp the website of the Commission to make it more dynamic and accessible to the public	Revamped dynamic website with integrated complaints and feedback management tools for staff and the public % of people who have knowledge on the work of the Commission.
Strengthen communication and information management (functional ICT and communication unit).	Use of social media platforms such as X, Facebook, Instagram, YouTube to promote the activities of the Commission; Publication of Newsletters, available digital cameras, recorders, tripods, body mics, SD cards, flash drives, external flash. External hard drives, mobile phones available
Provide capacity building to IEC staff to manage new technology for visibility and communication with the public	Training provided to IEC staff Increased knowledge of the work of the Commission % of people who access the Commission's services.
Revise the existing communications policy and strategy	HRCSL communication strategy strengthened
Provide internet facilities (including Wi-Fi) in all offices of the Commission	No. of HRCSL offices who have access to internet services
Undertake mobile clinics in remote and isolated communities	% of people in remotes communities with improved knowledge on the work of the Commission and can access its services.

Capacity building for journalists in the country on human rights and media reporting.	% of journalists with improved knowledge on human rights reporting.
Support human rights hour in major radio stations across the country	Increase knowledge on key and relevant human rights concept

Output 2.6: Public Education and Training on General Human Rights Standards Enhanced

One of the key activities that this strategy will embark on is to upscale its public education and training activities on the protection and promotion of human rights in Sierra Leone. The respective directorates in the Commission will collaborate to ensure that there is an inter-departmental approach to public education, with staff and partners collaborating to ensure that both state and non-state actors are fully engaged and trained on international and human rights standards and national laws and policies. The engagements will include public education, seminars, outreach programmes to schools, universities and local communities.

The Commission will work with the media to ensure that they create the required impact. Materials essential for public education will be printed and distributed.

In addition, Nurses are key public servants that deal with a lot of sick and vulnerable individuals. In the care of every nurse is the dignity and rights of the individual entrusted to his or her care, monitoring visits have proved the harsh conditions through which some patients go through in the hands of medical personnel, especially nurses. Human Rights Based Approach (HRBA) is therefore a necessary tool to addressing barriers to health care that people might face due to their social or cultural background. HRBA therefore ensures that everyone has access to quality health care regardless of who they are or where they come from.

HRBA in Nursing Care combats Discrimination and Stigma and upholds professionalism as provided in the nurse's code of conduct. It provides a framework to challenge discriminatory practices and to advocate for patients who might be stigmatized due to illness, disability, or other factors, ensuring they receive non-judgmental and respectful care. Hence the need for HRBA training to nursing care.

In Local Governance HRBA is an essential tool because it provides a framework for effective, equitable and just local governance. It shifts focus from simply providing services to ensuring that those services uphold the dignity and rights of every citizen.

Local Councilors ensure access to basic services. They are at the frontline of service delivery. An HRBA obliges them to ensure that services like water, sanitation, health, and education are accessible to all residents within their wards without discrimination, especially vulnerable groups. This means that they should be actively working to remove barriers that prevent people from accessing these essential rights. To this effect, the Commission will rollout HRBA trainings for all the categories above in order to curb the challenges undermining their effectiveness.

Below are activities to help surmount the challenges above:

Activity	Performance Indicator

Design and undertake human rights public education activities using the social media	Increased knowledge on general human rights frameworks
Print and distribute public education materials promoting human rights education and awareness	Increased knowledge on general human rights frameworks
Undertake outreach activities in schools, universities and local communities on human rights generally	Increased knowledge on general human rights frameworks
Undertake town hall engagements on HRBA for the provision of water, electricity, sanitary conditions, taxation etc. with public service institutions.	% of people who access to essential services
Conduct training for Nurses on HRBA to nursing care	% of nurses with improved knowledge on HRBA to nursing care
Conduct training for local councils on HRBA to local governance	No. of trainings conducted
Compile and Produce a compendium of Human Rights Training Manual	Manual produced for the use of the Commission and enhanced knowledge on human rights.

Output 2.7: Sustained National and Regional Structures to Enhance the Promotion of and Protection of Human Rights (Peace Clubs)

The School Human Rights and Peace Clubs were established as part of the "Catch them Young" initiative of the African Union. The Human Rights Commission of Sierra Leone with support from the UNDP and the Irish Embassy has been instrumental in setting up these clubs. As of 2025, 86 of these clubs have been formed in schools across the country.

The formation of these clubs was aimed at promoting human rights, peace and conflict resolution among students and their peers and the communities in which they live. These clubs provide platforms where they pupils voice out their concerns on sexual and gender – based violence, teenage pregnancy and child rights.

In order to sustain the existence of these peace clubs and make them more viable, the following activities below will be implemented.

Activity	Performance Indicator
Conduct 5 Regional Workshops for members of the SHRPCs and their patrons on leadership and human rights and establish regional bodies to manage the SHRPC.	% of SHRPCs and their patrons with improved knowledge on leadership and human rights No. of regional bodies to manage the SHRPC established
Conduct Trainings for the school patrons on resource mobilization and project writing.	% of school patrons with improved knowledge on project writing and resource mobilization . Resource available for the effective running of the PCs
Recruit at least two additional Patrons per school as a means of ensuring sustainability.	More patrons recruited for all schools.

Conduct regional competitions on peace and human rights in all schools.	No. of regional competitions conducted and result published. % of pupils with improved knowledge on human rights
Establish additional school clubs across the country.	No. of PC established at districts level.
Support quarterly meetings to sustain and maintain the work of the PC	No. of meetings held and the work of the PCs sustained

Output 2.8: Capacity of the Commission Enhanced to Undertake Public Interest Litigation

The HRCSL has recommended in the revised Act that its powers be enhanced to enable it to undertake public interest litigation. Public interest litigation is the use of the law to advance human rights and equality or raise issues of broad public concern. It helps to advance the cause of minority or disadvantaged groups or individuals.[3] At the moment, the Commission can only depend on amicus curiae, through which as a friend of the court it can support victims during trials, for instance in providing documentations and findings from inquiries conducted, as was the case after the Bumbuna shootings in 2012. Unlike Sierra Leone, National Human Rights Institutions (NHRIs) in countries such as South Africa, Uganda and Kenya have the power to prosecute and pursue cases in court, which the HRCSL does not have and it limits its efficacy and ability to effectively protect the rights of minority, disadvantaged and vulnerable groups and individuals. With the revised Act, the Commission will be able to embark on public interest litigations with the aim of:

- Clarifying the law.
- Holding public bodies to account by ensuring that they make appropriate decisions, act fairly and transparently and within the remit of their powers.
- Help to develop the law by giving judges the opportunity to interpret legislation.
- Provide remedy on human rights violations/abuses affecting all genre of persons.
- Giving vulnerable people a voice by highlighting an important issue and providing a platform for advocating for their rights.
- Raising awareness on important issues and encouragee media and public debates.

To this end the following activities will be undertaken:

Activity	Performance Indicator
Facilitate the passing of the Revised HRCSL Act with the power to undertake public interest litigation in it	Revised Act enacted. % of people who seek redressed through the court system
Employ lawyers and provide them with the support they require to undertake public interest litigation	No. of lawyers employed and are working on public interest litigation and number of public interest litigation undertaken
Awareness raising on issues related to public interest litigation	% of people with improved knowledge on HRCSL public interest litigation systerm

Output:2.9 Improved Human Resource Capacity Building and Management

[3] See: https://www.pilsni.org/about-public-interest-litigation (Accessed on 18 December 2020).

Human Resource (HR) management is crucial for any organization's success. It's all about managing people effectively. However, it's not always easy. HR professionals face many challenges of human resource management daily. These challenges can impact on the organization's growth, employee morale, and overall performance.
The HR function in the Commission has become a source of strategic guidance for decisions in every part of the Commission.

Essentially, HR teams face a number of challenges that don't happen in isolation. While the directorate try to balance tension between traditional HR work and new responsibilities, factors like regulatory pressures, strategic workforce, higher competition for talent, improving effectiveness in the workspace and staff morale remain a serious challenge.

Inasmuch as the Commission and its development partners have been investing in building the capacity of its staff, more training and other capacity-building programmes is needed to build both the soft and technical skills of the staff. It is important that staff are adequately and continuously engaged in developing appropriate professional competencies and specialisation to maximise their potential and ability to carry out their daily responsibilities efficiently and effectively.

In the process, the Commission will develop and implement a competency-based framework for professionalisation, specialisation and career development. Specific tools will be developed to track the performance of staff and enhance their effectiveness. Importantly too, is the need for the development of much more effective approaches to management and staff reporting.

The following activities will be undertaken in this regard.

Activity	Performance Indicator
Recruit essential staff to fill critical vacancies **Revise and adopt a clear policy on recruitment, promotion, transfer, staff development, leave, study leave, bereavement and parental leave policies**	Improve the effective functioning of the Commission Policy revised and adopt
Revise and adopt a new Human Resource Management policy and manual. **Train staff on key HR policies and guidelines.**	Human resources policy and manual finalised and adopted. % of staff with improved knowledge of the HR policies and guidelines
Conduct annual training needs assessments. **Implement a digital HR Information System.** **Strengthen payroll and records management systems.**	Needs assessment conducted and at least 80% of staff trained annually HRCSL HR information system digitalised HRIS operational with 100% digitized records

	payroll and records management systems strengthened
Identify high-potential staff for leadership development. **Develop succession planning guidelines.**	% of staff with strong leadership capacity. Smooth transitioning and transfer of knowledge enhanced
Review and update staff welfare policies. **Conduct periodic employee satisfaction surveys.** **Establish a staff excellence award to recognize the exceptional contribution of certain staff.**	Staff welfare policy reviewed Employee satisfaction surveys conducted staff performance upscaled Staff excellence award conducted annually Staff morale improved
Strengthen performance appraisal systems. **Conduct half-yearly (progressive) and annual performance reviews and feedback sessions.** **Periodic staff rotation within directorates and regional levels as provided in the HR Manual.**	Staff meeting performance targets with 75% achieved annually. At least 50% staff being rotated every 2.5 to 3 years.

Output 2.10: Relationship with International and National Actors Strengthened

The HRCSL seeks to strengthen its relationship with local and international actors. International organisations that the HRCSL will seek to either establish or strengthen its relationship with will include Human Rights Commissions in Africa, the United Nations, the African Union, the European Union, donor agencies, human rights organisations and networks and governments that are supporting activities focused on promoting human rights. The Commission will through its networks establish such relationships and will be proactive in maintaining them. It is believed that such relationships will help to provide platforms for exchange and learning for staff of the HRCSL and will also be productive in its resource mobilisation drive.

At the national level, the Commission will seek to strengthen its relationship with government and non-governmental actors including the media and civil society actors working on human rights. It will develop and sign MoUs with key organisations that it will collaborate with to effectively deliver on its mandate. Importantly, the HRCSL will improve on its engagements with members of especially remote and isolated communities, as it expands its activities and deliver human rights related services nationwide.
Notably, the Commission will continue to strengthen its relationship with the District Human Rights Committees (DHRCs) in the country.

To achieve these, the following activities will be implemented;

Activity	Performance Indicator
Establish or strengthen relationships with international actors such as the United Nations, European Union, the African Union, donor agencies and international human rights organisations	No. of relationships with international actors established or strengthened HRCSL have access to resources and capacity building activities including exchange learning programmes
Develop and sign MoUs with civil society and media organisations to collaborate on human rights related activities	Relationship strengthened and the protection and promotion of HR enhanced
Undertake outreach activities geared towards improving the HRCSL's engagement with local community members	% of local community members who collaborate and have access the services of the Commission
Undertake capacity building activities for DHRCs on Complaint handling, RM, and PM	% of people who have access to human rights services at district level.
Hosting of the annual conference of the NHRIs in West Africa **Training on protocol services**	Enhanced experience sharing and strengthened partnership and collaboration at regional level. Human rights protection and promotion strengthened at regional level

Output 2.11 Monitoring, evaluation, accountability and learning systems institutionalized

Monitoring and evaluation functions within the Commission have historically been under-resourced and insufficiently institutionalized. An essential component of the implementation process of the strategic plan will be the development of strong M&E system. The system will ensure effective monitoring and evaluation of the strategy implementation and coordination. As such, there is a need for the strengthening of monitoring and evaluation capacity of the Commission, including the gradual recruitment, training and deployment of M&E staff. The M&E staff will help the management team use tools such as the logical framework outlined in this strategy to guide the implementation of the strategy. It is important that the following activities are undertaken with the implementation of the strategy:

Activity	Performance Indicator
Develop a Commission-wide M&E Framework aligned to the strategic plan.	M&E Framework developed and operational.
Create standard indicators for all programmes.	% of programmes reporting against indicators.
Deploy M&E focal persons in regional offices.	No. of M&E focal persons assigned at regional levels No. of review meetings held.
Establish digital data collection & storage systems.	Annual results reports published.
Conduct quarterly performance reviews.	No. of performance reviews conducted and staff performance improved.

Produce annual results & impact reports	No. of annual results and impact rreport produced
Track implementation of Commission recommendations by MDAs.	Progress of implementation of recommendations tracked and archived

Output: 2.12 Internal Audit Department in the Commission Strengthened

Internal auditing is an independent, objective assurance and advisory service designed to add value and improve on an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes.

Internal auditing in the Commission strengthens the organization's ability to create, protect, and sustain value by providing the board and management with independent, risk-based, and objective assurance, advice, insight, and foresight.

The department examine how the Commission really works, what they do, what they want to achieve, and how well their current systems and processes support that. This is achieved by conducting interviews, visiting workspaces, analyzing operations, and asking tough questions, the department uncover inefficiencies, identify risks, and offer solutions. The findings from the engagements by the department are turned into advice and that advice empowers real decisions at the highest levels. To support the work of the department the following activities will be implemented.

Activity	Verifiable Indicators
Examine the Financial Statements/Reports to ensure they are prepared in accordance with the applicable financial reporting framework	Internal Audit Reports prepared
Carry out examination of accountable documents to ensure they are sufficient and appropriate	
Assess the internal controls to ensure they are adequate and working	Internal Audit working paper file prepared
Examine the utilization of the Commission's resources to ensure they are judiciously utilized	
Examine the procurement activities to ensure the procurement laws are been followed	

3. Outcome 3. Complaints Handling in the Protection and Promotion of Human Rights Strengthened

The Human Rights Commission of Sierra Leone (HRCSL) has the legal mandate to protect and promote human rights in Sierra Leone through various means including receiving and investigation of complaints.

Complaint handling is one of the core functions of the Commission as it is through this mechanism that members of the public are able to seek redress when their rights are violated. As the institution established to ensure that rights are protected, the Commission has the

responsibility to ensure that people from all over the country are able to easily access its services when they need them. Over the years the Commission received and addressed complaints from the public in its various offices in the Country, carryout mobile complaints outreach programs to hard to reach communities all over the country, and used it referral partnership platform to address human rights abuses that do not directly full under its mandate. From 2020 to 2025, the Commission from its various offices received, handled and addressed approximately **over 200 complaints from the public**

Between 2020 and 2025, the HRCSL, with support from Irish Aid and UNDP, conducted 52 mobile complaint hearings across the country. These hearings have proven to be essential in bridging the gap between remote communities and the Commission, allowing vulnerable groups to report human rights violations and seek redress. In many hard-to-reach areas, residents face significant challenges in accessing formal human rights protection mechanisms due to distance, cost, and limited awareness. With reports indicating that less than 25% of people in remote parts of Sierra Leone have access to legal redress, mobile complaint hearings offer a vital solution. By bringing HRCSL services directly to the people, these sessions allow individuals to report violations, receive legal guidance, and seek remedies without needing to travel long distances or navigate unfamiliar bureaucracies.

Similarly, over the years, over 500 complaints were referred to external bodies, yet many of these lack adequate tracking and resolution mechanisms. In 2024, HRCSL institutionalized Regional Referral Partnership Forums in all five regional offices to address complaints outside the Commission's mandate. These forums have become crucial platforms for collaboration among state and non-state actors, enabling swift redress of referred matters. They also foster knowledge sharing and capacity-building in complaint resolution. However, ensuring the continuity and sustainability of these meetings remains a priority, as their impact extends beyond individual case resolution to improving institutional accountability and strengthening the overall human rights protection framework.

Output 3.1: Complaints Handling Mechanisms Strengthened

The Directorate of Complaints, Investigations and Legal Services and the complaints unit at the regional levels play a very key role to ensure that the Commission fulfills its overall mandate of protecting and promoting the rights of everyone in Sierra Leone. This role allows members of the public to access the Commission with their complaints and ensure that the Commission provides redress for them through its complaints handling mechanisms.

The Directorate of Complaints, Investigations and Legal Services and the complaints unit at the regional levels which perform this crucial function on behalf of the Commission faces several significant challenges which militates against the effective execution of their work. These includes inadequate staff at both headquarters and regional offices (handling complaints), limited knowledge and skills in complaints-handling procedures. In addition, the absence of a complaints house at the Western Area Urban and offices at district levels across the regions limits public access to the Commission.

The fusion of complaints, investigations and legal services within a single directorate also limits specialization and efficiency. Furthermore, the Directorate lacks adequate logistical and financial support to effectively discharge its mandate. A major challenge is that core activities such as referral partnership meetings and mobile complaints outreach are heavily dependent

on the availability of donor funding, thereby affecting their sustainability and regular implementation.

Through this output, the Commission will strengthen its complaints handling mechanisms through the recruitment of more staff including lawyers to be deployed at both headquarters and the respective offices in the regions and provided with the required support to effectively carry out their responsibilities. Furthermore, effective capacity building to enhance the knowledge and skills of staff handling complaints is required. To achieve these, the following activities will be implemented.

Activity	Performance Indicator
Re-establish a Complaints House in the Western/Urban Area and expand the Commission's Offices at district level to create wider and unrestricted access to the Commission	Complaint House re-established and expansion of Commission's offices at district levels enhanced. % of people who have access to the Commission's services and receive redress
Recruit more staff for HQ and regional offices to support complaints handling processes.	No. of staff recruited for HQ and regional/district offices Improve on the effectiveness of complaints handling
Conduct training for regional staff on complaints handling systems and mechanism and periodic refresher training for staff at HQ and Regional Offices	No. of capacity building trainings conducted. % of complainants who received effective resolution of their complainants
Separate the functions of complaints and investigations from legal services by creating two separate directorates	A separate directorate of legal services is created % of people who receive redress through the court system
Provide adequate logistical and financial support for programmatic activities undertaken by the directorate (referral partnership meetings, mobile complaints and complaints handling)	The work performance of the directorate improved.
Support the procurement of a modernised server system for HRCSL to be able to host and manage the complaint management system (CMS)	Server procured and operationalised

4. Outcome 4: Monitoring and the Research Component of the Commission Strengthened

Monitoring, research and documentation is a very important component of the work of the Commission as supported by its Act section 7. Monitoring, documenting, and reporting is the systematic and active process of collecting, analysing, and disseminating information on human rights violations for use by the Commission, concerned and interested parties. It is central to the work of the Commission, with each component addressing a distinct aspect of the process.

Human rights monitoring, documentation, and reporting generally serve the following purposes:

1. . Providing immediate assistance to victims by delivering timely support to those affected.
2. Seeking redress and remedies by ensuring justice and accountability for violations
3. Changing policies and laws by advocating for reforms that align with international standards and encouraging governments to comply with treaty obligations.
4. Changing behaviour and attitudes of authorities by encouraging duty bearers to respect, protect, and uphold human rights

Human rights monitoring and research involves gathering information about incidents, observing events (such as elections, trials, and demonstrations), visiting relevant sites (including detention, caregiver homes, schools, hospitals and juvenile facilities), engaging in discussions with government authorities to obtain information and pursue remedies, and undertaking other immediate follow-up actions.
The ultimate purpose of monitoring and research is to improve the human rights situation. Its key objective is to reinforce the state's responsibility to protect human rights and create an environment that fosters respect

Output 4.1: Micro and Macro-Monitoring of Detention Facilities, Caregiver Homes, Schools and Juvenile Facilities Enhanced

The Commission will increase its visitations to detention facilities, caregiver homes, schools, and juvenile facilities to assess compliance with international human rights standards and national laws and policies. The Commission will collaborate with international and national partners who are also involved in monitoring of the listed facilities to ensure that the rights of especially those in contact and in conflict with the law are respected. Unlike previous visitations, the Commission will engage both the government and its development partners to support monitoring activities and take corrective measures to improve on detention facilities and the welfare of those in conflict with the law. To support this process, the following activities will be implemented.

Activity	Performance Indicator
Plan and undertake regular monitoring visits to detention facilities, hospitals, courts, caregiver homes, schools, and juvenile facilities	% of inmates whose rights are respected though compliance with national, regional and international HR instruments
Engage government and development partners on improving detention facilities and the welfare of detainees	% of inmates with improve access to services in correctional facilities
Review monitoring checklists and conduct training for staff on same	No. of review and trainings conducted % of staff with increased knowledge in the HRCSL monitoring tool
Engage stakeholders on a quarterly basis on the findings of monitoring visits	Improved condition of correctional Centres and services
Monitoring of 2028 general and presidential elections (pre, during and post)	Elections monitored and report produced and published % of issues resolved as received

Output 4.2: The State of Human Rights Report Produced, Disseminated and Popularised

As provided in Section 24 (1) of the HRCSL Act 2004, the Commission shall present the State of Human Rights Report to the President and Parliament to fulfil its mandate of protecting and promoting human rights in the country. This report helps to inform government bodies about the implementation of previous recommendations and the current state of human rights, allowing for necessary actions to be taken in the protection and promotion of human rights. Additionally, it enhances accountability and transparency in government actions related to human rights.

The Commission will create a reporting unit within the directorate of monitoring and research, this is key in ensuring timely review and feedback on various reports coming from directorates especially SOHR write ups. It will improve on real time reporting and feedback, consolidate data from sister institutions on a timely manner. This will not only improve on the accuracy of data collected but will support the speedy production of the SOHR report on a timely manner, since prompt actions will be taken to address data gaps before the consolidation and editing of the SOHR.

To this end, the unit will be responsible to assign SOHR topics to respective writers, work with DECT to review daily newspapers and assign thematic areas to respective writers to follow up, receive reports from researchers, immediately review and revert for feedbacks, consolidate reports into the SOHR template for the attention of the editing team.

Activity	Performance Indicator
Set up and launch the Reporting Unit	No. of staff assigned: No. of equipment bought Report writing enhanced in a timely manner with accurate date
Compile and produce the state of human rights reports	No. of SoHR rreports compiled and produced HR protection and promotion enhanced in the country
Disseminate and popularised the state of human rights reports	% of people with increased knowledge on the content of SOHR
Establish a reporting unit within the directorate of M&R	Unit established and functional.

5. Outcome 5: Strengthened Protection, Monitoring and Accountability for Gender Equality and the Rights of Children, Persons with Disabilities and other Minority Groups

In line with its constitutional and statutory mandate and the Paris Principles, the Commission will continue to monitor, document and report on the implementation of laws, policies and obligations relating to gender equality, child protection, the rights of persons with disabilities and other minority groups.

While progress has been made in strengthening the legal framework, implementation gaps persist. Weak enforcement mechanisms, limited institutional compliance, harmful traditional and social norms and insufficient follow-up on recommendations continue to undermine effective protection. Other Minority groups, including Older Persons, Persons with Albinism,

and other Minority Groups including Socially Excluded Communities, remain exposed to violations that are often underreported and inadequately addressed.

The Commission will strengthen structured monitoring systems, enhance follow-up mechanisms on recommendations, improve collaboration with duty bearers and reinforce evidence-based reporting to promote accountability and compliance.

Objectives

The objectives are to:

1. Strengthen structured monitoring of the implementation of gender, child protection, and Inclusion laws and policies featuring other Minority Groups
2. Enhance institutional accountability through structured follow-up of monitoring findings.
3. Improve public awareness and institutional understanding of rights and obligations.
4. Strengthen collaboration with relevant institutions to improve compliance and implementation.
5. Provide tangible services to support vulnerable groups such as psychosocial support services, Accessibility, Legal representations and advisory opinions on behalf of vulnerable and other Minority Groups like Persons living with HIV, Commercial Sex Workers Persons with Autism et al.

Output 5.1: Protection, Promotion and Institutional Accountability for Gender Equality Strengthened

Gender equality constitutes a fundamental component of social justice and inclusive development. While Sierra Leone has adopted important legal and policy measures to advance gender equality, practical challenges continue to affect their full implementation. Persistent cultural norms, uneven institutional compliance, and weaknesses in enforcement mechanisms continue to impact the effective protection of women and girls.

A significant challenge remains in the effective implementation of gender-related laws and policies, particularly in addressing gender-based violence and discrimination. Gaps in coordination, monitoring, and follow-ups have affected the pace at which gender equality commitments are fully realised.

In line with its functions under Section 7 of the Human Rights Commission of Sierra Leone Act, 2004, the Commission will strengthen monitoring of compliance with gender-related laws and human rights standards. This includes assessing the implementation of the relevant gender related laws and policies as well as remind and advise relevant institutions on their specific compliance and reporting obligations either nationally or internationally, making recommendations to the Government and other duty bearers, and promoting public education on gender rights.
By enhancing its monitoring functions, deepening collaboration with duty bearers, and effectively following up on recommendations, the Commission aims to translate commitments to gender equality into effective and tangible protection through the implementation of the following activities.

Activity	Performance Indicator
Monitor implementation of national gender-related laws and policies across selected MDAs and private institutions.	% of MDAs compliance with national gender related laws and polices % of women and men who benefited from the effective implementation of national gender-related laws and policies
Monitor, document and report emerging and systemic gender-related human rights issues, including trends in SGBV and discriminatory practices.	No. of gender-related issues monitored, documented and reported. Reduced form of SGBV and discriminatory practices.
Conduct structured monitoring of SGBV response systems, including case management, survivor protection and referral pathways.	No. of SGBV response systems monitored. Improved performance of SGBV response systems, including case management, survivor protection and referral pathways.
Monitor and develop alternative reports on the status of domestic implementation of regional and international gender-related human rights obligations, in collaboration with the Directorate of Treaty Bodies and International Mechanisms.	No. of monitoring conducted and alternative reports produced.
Establish a structured follow-up mechanism to track implementation of recommendations arising from national monitoring and relevant regional and international mechanisms.	% of recommendations followed up within 12 months
Develop and implement targeted public education programmes to promote awareness of national gender laws, policies and standards.	% of people with increased knowledge of national laws, polices and standards

Output 5.2: Child Protection, Safeguarding and Juvenile Justice Systems Strengthened

Children remain among the most vulnerable members of society and require effective protection systems that respond to their specific needs. Although laws and policies exist to safeguard children and regulate juvenile justice processes, challenges persist in how these protections are applied in practice. Gaps in supervision, limited coordination among responsible agencies, and inconsistent application of child-friendly standards continue to affect the quality of protection available to children.

The difficulty lies not in the absence of legal provisions, but in delays in implementation and limited awareness of safeguarding responsibilities. These factors can weaken timely responses to violations and affect children's access to justice and protection.

In accordance with its mandate under Section 7 of the Human Rights Commission of Sierra Leone Act, 2004, the Commission will continue to monitor children's rights, investigate reported concerns, and advise relevant authorities on corrective measures. Through sustained

engagement with responsible institutions and follow-up on its findings, the Commission aims to strengthen accountability and promote more effective protection of children's rights across Sierra Leone. To achieve these, the following activities will be implemented.

Activity	Performance Indicator
Conduct quarterly monitoring of juvenile detention facilities.	Improved compliance to human rights standards in the juvenile detention facilities.
Conduct quarterly monitoring of safe homes and interim care centres.	Improved compliance to human rights standards
Undertake safeguarding compliance assessments in schools.	No. of safeguarding assessments conducted.
Monitor and document human rights violations and abuse of child rights.	No. of child-related human rights violations and abuses monitored and documented. % of children who receive redress as result of the monitoring exercises
Monitor the rights of Children in Street Situations	% of children in street situations who access justice through HRCSL interventions
Establish a structured follow-up mechanism to track the level of implementation of recommendations from regional and international child rights mechanisms.	% of recommendations followed-up on and implemented
Develop and implement public education programmes to promote awareness of child protection laws and safeguarding standards.	Increased knowledge of child protection laws and safeguarding standards.
Monitor and develop alternative reports on the status of domestic implementation of regional and international child-related human rights obligations, in collaboration with the Directorate of Treaty Bodies and International Mechanisms	No. of recommendations from regional and international human rights treaties monitored and alternative reports produced.

Output 5.3: Disability, Inclusion, Minority Groups and Accessibility Compliance Enhanced

Persons with disabilities continue to face barriers that limit their full participation in society. Although laws and policies exist to protect their rights and promote inclusion, many public spaces, services, and institutional practices are yet to fully reflect these commitments. Physical/ structural inaccessibility, limited awareness of obligations, and weak enforcement of standards continue to affect the effective realization of the rights of persons with disabilities.

Monitoring of compliance with disability rights standards, documentation of relevant concerns, and engagement with relevant authorities are central to the work of the Commission. Through reporting, dialogue, and follow-up on its recommendations, greater accountability and adherence to accessibility obligations will be promoted.

This output will also be implemented by providing a structured, systematic approach for delivering tangible support to vulnerable individuals across the country, particularly in rural communities, health facilities, schools, and correctional facilities. During macro monitoring visits to correctional facilities, the Commission observed PWD inmates incarcerated for minor or negligible fines- situations that expose them to prolonged detention, inhumane treatment, and further social marginalisation.

To operationalize this output, the Commission will first establish a structured intervention framework that allows the Commission to respond promptly to requests for direct support. Vulnerable individuals—including inmates facing unjust incarceration, survivors of human rights violations, expectant mothers, children, persons with disabilities, and other minority groups will be identified through monitoring visits at HQ and regional offices, community referrals, and complaint channels.

Interventions will include the provision of material support, such as hygiene kits, school supplies, assistive devices, and maternity beds, as well as financial or logistical assistance to ensure access to healthcare, legal processes, or rehabilitation services. For correctional facilities, this may involve paying fines or facilitating release of inmates where legally permissible, providing support to improve their living conditions, or linking them to rehabilitation programmes.

The Commission will engage local authorities, prison management, health facilities, and community leaders to ensure interventions are transparent, equitable, and sustainable. Standardised reporting templates, monitoring tools, and follow-up mechanisms will be used to track the status of beneficiaries, measure impact, and document lessons learned for continuous improvement.

By institutionalising this process, the Commission ensures that direct interventions are no longer ad hoc, but part of a systematic strategy to address urgent human rights and welfare needs, protect vulnerable individuals from inhuman treatment, and restore dignity. To achieve these, the following activities will be implemented.

Activity	Performance Indicator
Monitor and track compliance of national disability-related laws, policies, and accessibility standards.	% of PWDs who have access to justice as result of their rights violated.
Conduct quarterly monitoring of special needs schools, schools with minority groups and residential homes for persons with disabilities.	% of special needs schools who have access to rights services
Conduct periodic public education on disability rights and inclusion standards.	% of PWDs and the general public with increased knowledge in disability rights and inclusion standards.
In Collaboration with the Treaty Body directorate, monitor the level of implementation of the Convention on the Rights of Persons with Disabilities and other	No. of monitoring conducted and alternative reports produced.

inclusive regional and international human rights mechanisms.	Improved compliance of the Convention on the Rights of Persons with Disabilities and other inclusive regional and international human rights mechanisms.
Identify minority groups requiring urgent support through monitoring visits, community referrals, or complaint channels.	% of minority groups who benefitted from rights services
In Correctional facilities, provide material support, such as maternity beds, hygiene kits, school materials, assistive devices, and other essential items.	% of inmates who received maternity beds, hygiene kits, school materials, assistive devices, and other essential items.
Facilitate access to healthcare, legal services, or rehabilitation programmes to victims.	% of beneficiaries targeted and report produced
Address cases of incarceration of vulnerable or minority groups due to inability to pay minor fines in correctional facilities, providing structured intervention where legally feasible.	% of inmates who have access to justice due to HRCSL interventions.

6. Outcome 6: Strengthened Capacity of the Commission to Monitor and Report on Human Rights to International Treaty Bodies and UN Human Rights Mechanisms

A major responsibility of national human rights institutions is the obligation to report on the status of implementation of regional and international treaties signed and ratified by their respective countries. These reports are an important element of the global monitoring of human rights protection and international law.
The increasing number of these treaties and their regular reporting periods place severe demands on the capacity of the Commission with a limited number of technical staff to monitor such implementation and report accordingly. The Commission should be supported financially and technically to enable it to train staff and CSOs involved in human rights work and to monitor and report on these regional and international human rights obligations. In addition to this, the Commission should endeavour to technically support other MDAs to comply with and report on the implementation of regional and international treaties and other international mechanisms as required.
The Commission also has a responsibility to submit UPR Shadow Reports to the UN Human Rights Council every five years. Sierra Leone will be reviewed in May 2026. Thereafter, the Commission will be required to first group the recommendations into thematic fields and then popularise the accepted recommendations among CSOs and MDAs nationwide. In preparation of its mid-term and periodic shadow reports, the Commission should train staff and CSOs to effectively monitor and report on status of implementation of the recommendations.

Furthermore, the Commission is required to submit a Statement of Compliance (SoC) with the Paris Principles every five years to the Global Alliance of National Human Rights Institutions (GANHRI) in order to retain its Grade "A" status. Monitoring activities should be carried out in compliance with the Paris Principles so as to enable the Commission produce its report.
The Commission should also continue monitoring and updating the TRC and SDG matrices.

The objectives of this outcome are to:

i. Strengthen the Capacity of the Commission and CSOs to monitor and report to regional and international Human Rights Treaty Bodies and the UN Special Mechanisms such as the Universal Periodic Review.
ii. Strengthen the capacity of CSOs to monitor and provide relevant information to the Commission when required in respect of Treaty Body and UPR recommendations.
iii. Compile, produce and submit reports to the respective mechanisms

To achieve these objectives, the following outputs will be implemented:

Output 6.1: Capacity of the Commission and CSOs to Monitor and Report to International Human Rights Treaty Bodies and UN Mechanisms Strengthened

International treaty body reporting, submission of UPR shadow reports and Statements of Compliance are fundamental to the work of national human rights institutions. The Commission should enhance the capacity of its staff and CSOs to ensure effective monitoring and timely reporting on the numerous existing treaties and other international mechanisms. HRCSL should provide capacity building to CSOs and in fulfilment of its function in Section 7 (2) (b) (iv) which provides that the Commission shall promote respect for human rights through ***"effective co-operation with non-governmental organisation and other public-interest bodies engaged in the field of human rights".*** On the other hand, CSOs are required to submit independent shadow reports to UN Treaty Bodies and the UPR as an alternative evidence of the State's human rights performance. This technical support to CSOs will therefore enable them collect required data on the status of implementation of recommendations of treaty bodies and other international mechanisms, and draft and submit reports on time. Below are proposed activities to achieve these.

Activity	Performance Indicator
Strengthen the Directorate of Treaty Body Reporting and International Mechanisms	No. of equipment provided and improved performance of the directorate
Develop and produce the 2026 UPR recommendations into thematic fields.	Matrix produced to enhance monitoring of implementation of the recommendations
Prioritise and monitor specific human rights themes to enable the Commission produce its shadow reports	No. of human rights themes prioritized, monitored and report produced. Improved state compliance to human rights standards
Popularizing and raising awareness of the 2026 UPR recommendation to MDA's and CSOs.	% of MDAs and CSOs with increased knowledge on the UPR recommendations Improved structured monitoring of the recommendations
Training of Staff in monitoring and reporting skills for Treaty Bodies and UN Mechanisms.	% of staff and CSOs with increased knowledge in monitoring and reporting skills

Development of questionnaires for MDAs to monitor specific thematic fields.	Level of implementation of recommendations tracked
Engagement with specialised MDAs to administer questionnaires for the purpose of gathering information on levels of implementation of UPR recommendations	HRCSL produced its alternative report Human rights compliance enhanced.
Consultations with CSOs at the regional level to administer questionnaires for the purpose of gathering information on levels of implementation of UPR recommendations	HRCSL produced its alternative report Human rights compliance enhanced.
Information gathering for the compilation of the Commission's Statement of Compliance (SoC) for GANHRI	Statement of compliance for GANHRI produced
Regularly monitor the status of implementation of Treaty Bodies and UPR recommendations via desk researches and sight visits.	No. of monitoring visits conducted Monitoring reports with findings highlighted in respect of specific recommendations Improved HR compliance
Updating the UPR, TRC & SDG matrices	UPR, TRC & SDG matrices regularly updated
Establish a calendar of Treaty Bodies and Regional Mechanisms reporting circles/dates	Database developed and reporting circles tracked
Engage GoSL and provide technical support to enhance its reporting obligations to Treaty Bodies and other international mechanisms.	GoSL comply with its reporting obligations
Engage public officials on the implementation of outstanding TRC recommendations	Enhance full implementation of the TRC recomendations
Participate in Consultations on Treaty Bodies and UPR organised by other MDAs	No. of consultations attended with report produced
Validation of Commission's UPR Report	UPR report validated and finalised

Output 6.2: Capacity of CSOs Strengthened to monitor and provide relevant information to the Commission when required in respect of Treaty Body and UPR recommendations.

International treaty body reporting, submission of UPR shadow reports and Statements of Compliance are fundamental to the work of national human rights institutions. The Human Rights Commission has offices in the five regional headquarter towns of Waterloo for the Western Rural District; Bo for the southern region; Kenema for the eastern region; Makeni for the northern region; and Port Loko in the north-west region. This means that the Commission would rely on its CSO partners for information in those areas where it is not present.

In this regard, the Commission should on a regular basis enhance the capacity of CSOs to effectively monitor and provide relevant information on the recommendations of the existing Treaty Bodies to which the State is a party and other international mechanisms (UPR). With the requisite capacity, the CSOs will assist the Commission in raising awareness in their respective communities on recommendations accepted by the State and also provide accurate information to the Commission during consultations. Such capacity building is necessary for the Commission's reporting process because its report is required to be diverse in perspective

and inclusive of the implementation of recommendations at the grassroots level. To achieve this, the following activities will be implemented.

Activity	Performance Indicator
Mapping of CSOs for Commission's priority areas of report	Database of relevant CSOs created.
Training of CSOs in monitoring and reporting skills for Treaty Bodies and UN Mechanisms.	% of CSOs with improved knowledge of in monitoring and reporting skills
Development of questionnaires for CSOs to monitor specific thematic fields.	CSOs are able to effective track implementation of UPR and TB recommendations
Consultations with CSOs at the regional level to administer questionnaires for the purpose of gathering information on levels of implementation of UPR recommendations	Data available on the implementation of the UPR recommenadtions

Output 6.3: Capacity of CSOs Strengthened to monitor and report on torture with a view to preventing its occurrence.

International treaty body reporting, submission of UPR shadow reports and Statements of Compliance are fundamental to the work of the Human Rights Commission of Sierra Leone. The Commission has offices in the five regional headquarter towns of Waterloo for the Western Rural District; Bo for the southern region; Kenema for the eastern region; Makeni for the northern region; and Port Loko for the north-west region. As a result, the Commission relies on CSOs in far-flung communities to monitor detention centres in their respective chiefdoms.
Sierra Leone is signatory to the UN Convention against Torture and other Cruel, Inhuman and Degrading Treatment or Punishment. However, it is yet to ratify the Optional Protocol to the Convention against Torture which would strengthen the original Convention on Torture and focus on its prevention through monitoring.
In this regard, the Commission will need to build the capacity of CSOs in preventive monitoring with a view to enabling them to identify torture where one occurs, distinguish it from inhuman and degrading treatment or punishment and reporting on same. With the requisite training, CSOs can also join the Commission in calling on government to ratify the OPCAT.
To achieve the above, the following activities will be implemented.

Activity	Performance Indicator
Mapping of CSOs engaged in monitoring of detention centres	No. of relevant civil society partners identified to be trained.
Training of CSOs in torture prevention monitoring and reporting	No. of CSOs partners trained No. of trainings held
Compilation of training report.	Training report compiled and produced

Output 6:4 Capacity of MDAs Strengthened to identify and report torture with a view to preventing its occurrence.

International treaty body reporting, submission of UPR shadow reports and Statements of Compliance are fundamental to the work of the Human Rights Commission of Sierra Leone. The Commission works with various MDAs across the country in the protection and promotion of human rights. Such key MDAs include the Correctional Services, Sierra Leone Police, Psychiatric Hospitals and Care-giver Homes.

Sierra Leone is signatory to the UN Convention against Torture and other Cruel, Inhuman and Degrading Treatment or Punishment. However, it is yet to ratify the Optional Protocol to the Convention against Torture which would strengthen the original Convention on Torture and focus on its prevention through monitoring.

In this regard, the Commission will need to build the capacity of key MDAs in preventive monitoring with a view to enabling them to identify torture where one occurs, distinguish it from inhuman and degrading treatment or punishment and reporting on same. With the requisite training, these key MDAs can identify torture, inhuman or degrading treatment and also join the Commission in preventing torture in their respective institutions. To this end, the following activities will be implemented.

Activity	Performance Indicator
Training of MDAs in identifying torture and reporting on same	Torture identified and reported
Engage relevant authorities on the impact of torture in the human rights context	% of victims with access to justice as a result of torture

7. Outcome 7: Implementation of the National Action Plan (NAP) on Business and Human Rights enhanced for effective Protection and Promotion of Human Rights in the Business Sector:

The Human Rights Commission of Sierra Leone (HRCSL) has long been involved in the implementation of the United Nations Guiding Principles on Business and Human Rights (UNGPs), implementing the 'Protect', 'Respect' and 'Remedy' framework since its endorsement by the UN Human Rights Council in 2011. Between 2023 and 2025, the Commission, with support from UNDP, produced two critical documents all geared towards improving the business and human rights environment in the country. These documents; the National Policy on Business and Human Rights and National Action Plan on Business and Human Rights are meant to address the global call of the UN Working Group on Business and Human Rights, calling on states to draw up workable plans in the implementation of the UN Guiding Principles on Business and Human Rights. This call was further re-echoed during the first African Forum on Business and Human Rights in Accra, Ghana 2022 and progress on the implementation of this call further assessed in the second African Forum in Addis, Ethiopia, 2023.

These documents also provided the basis for the Commission, MDAs, traditional authorities, CSOs, businesses, the academia, host communities and other stakeholders to look at critical areas within the business sector that need urgent attention and intervention.

The National Policy on Business and Human Rights specifically identified these major stakeholders (as above) with roles and responsibilities defined for each. The Policy provides information pathway to victims and the public in general about who is responsible for what

and to what extent they are playing such roles and responsibilities in the Protect, Respect and Remedy framework of the UNGPs.
The National Action Plan (NAP) on Business and Human Rights provides a road map of implementation of the most critical business and human rights areas identified by stakeholders during consultations for the development of this document. Essentially, the document prioritized three areas of focus which are (1) Land and Environment, (2) Employment and Labour and (3) Security Sector and Business. It is therefore hoped that, when these three thematic areas would have been addressed within the slated five years period (2026 to 2030), will greatly enhance and improve the business and human rights environment in the country. Therefore, the outputs below are designed to ensure the implementation of the NAP.

The objectives of this outcome are to:

i. Review the monitoring guidelines on business and human rights;
ii. Undertake monitoring and assessment within business entities to improve operations in accordance with business and human rights standards;
iii. Embark on strategic engagements, capacity training and public education with business entities, local communities, MDAs, CSOs and other stakeholders on business and human rights issues;
iv. Monitor human rights compliance within the business sector

To achieve these objectives, the following outputs will be implemented:

Output 7.1: Monitoring Guidelines on Business and Human Rights Reviewed and Adopted

Since 2013, the Commission produced the ***"Guidelines for Monitoring Business and Human Rights in Sierra Leone".*** This document was meant to guide and enhance the capacity of staff of the Commission, government officials, civil society organizations and other stakeholders working in the sector, to check whether operations of businesses/companies are following business and human rights standards. So far, this document has helped shaped the focus of human rights actors and promote compliance.

However, this document was not exhaustive as several business and human rights issues were never captured. It is also important to note that within the period of implementation, there were emerging business and human rights issues identified, which require further attention during review of this document. Also, it is worth noting that drastic legal and structural reforms have occurred during the implementation period of this tool over 13 years on and therefore inclusion or capturing of these aspects in the reviewed monitoring guidelines is necessary. To achieve this, the following activities will be implemented.

Activity	Performance Indicator
Hiring of a consultant facilitator to lead the review process	Consultant facilitator hired
Conduct desktop review of the new/recent legal frameworks appropriate for referencing in the reviewed tool	Desktop review carried out and new legal framework incorporated in the reviewed tool

Undertake regional engagement in the five regions (5) to capture views of stakeholders	No. of engagement in the 5 regions held and views of stakeholders captured and included in the report.
Validation of reviewed monitoring tool	Validation conducted and report produced.
Production and launch of the reviewed monitoring tool	Monitoring tool produced and launched
Dissemination of the reviewed monitoring tool in the five regions	Reviewed monitoring tool disseminated in the five regions Increased awareness of the content of the tool

Output 7.2: Undertake monitoring and assess business entities to improve operations in accordance with business and human rights standards

Monitoring is the bedrock in ensuring compliance with business and human rights standards by companies. The state duty to Protect; companies' Corporate Responsibility to Respect and the provision of Remedy by both state and cooperate entities is predicated on consistent monitoring and assessment of progress/challenges. During monitoring of all relevant business operations, strategic engagement is important in that monitoring findings and recommendations are always presented to the different stakeholders in a bid to ensuring reforms and improved corporate accountability.
Since its inception, the Commission has always been consistent with one of its core functions; monitoring and documenting human rights issues across the country pursuant to section 7(2) (f) of the HRCSL Act No. 9 2004. Over its more than twenty (20) years of operations, monitoring has been a key operational mandate of the Commission and significant progress has been recorded in that regards.

However, there has been a growing establishment of companies across the country and the Commission through the **Directorate of Business and Human Rights and Labour Relation** has not been able to approach and monitor most of these companies. The need for robust monitoring in the mining, agribusiness, manufacturing, tele-communication, and generally the informal sector is indispensable for the full and effective implementation of the Protect, Respect and Remedy Framework of the UNGPs. See activities below to help achieve this output.

Activity	Performance Indicator
Procurement of monitoring protective gears for staff and other monitors	Staff are able to effectively carryout monitoring visit to hard to reach sites
Undertake field monitoring and research in selected mining, agribusiness, manufacturing and other companies in the five (5) regions	% of companies monitored to increase compliance and improve in the protection of rights in the respective companies
Round table dialogue with stakeholders to address gaps identified during the monitoring process	Reduced violation of human rights by companies

Output 7.3: Strategic Engagements with Business Entities, Local Communities, Government MDAs, CSOs and other Stakeholders Undertaken

There are increased challenges relating to business and human rights in Sierra Leone. For instance, in communities where there are extractive industries, there have been serious tension and violence over the years as a result of the nature of the relationship between the communities and the business entities and the effects of the activities of those industries on the environment and the livelihoods of those affected. Protests against these industries have usually culminated into heavy handed responses by the government and have usually resulted in the death of community members. The Commission should undertake studies on business and human rights in Sierra Leone, identifying and drafting recommendations to engage with both major industries and affected communities who are demanding justice. The Commission should also undertake continuous engagements through organizing meetings and awareness raising programmes in communities, and using the media to educate local government officials, communities, business entities on the rights of community members and issues related to the protection and promotion of those rights. See activities below to help achieve this output.

Activity	Performance Indicator
Organize annual conference on business and human rights	% of stakeholders with increased knowledge on BHR and its impact Structured approaches identified to tackle challenges.
Undertake regional and/or district level seminars and training workshop with stakeholders on business and human rights	% of stakeholders with increased knowledge on BHR and its impact Structured approaches identified to tackle challenges.
Undertake public awareness engagements with local communities in hot spots areas on the rights of local community members in each of the five regions	% of stakeholders with increased knowledge on BHR and its impact Structured approaches identified to tackle challenges.
Popularise and disseminate the BHR National Policy and NAP in the five (5) regions	BHR Policy and NAP disseminated in the five regions Improved compliance on the UNGP and eventually realization of rights.

8. Outcome 8: The Protection and promotion of the rights of migrants, returnees and victims of human trafficking enhanced

Migration and human trafficking are emerging human rights concerns affecting many Sierra Leoneans. In response, the Human Rights Commission of Sierra Leone began addressing related violations in 2018 in line with its mandate under the Human Rights Commission of Sierra Leone Act 2004. In 2021, the Commission established the Directorate of Migration and Human Trafficking to strengthen institutional response to migration, trafficking and related vulnerabilities.

As a country of origin, transit and destination, Sierra Leone faces complex migration dynamics that expose migrants, returnees and trafficking victims to human rights violations such as exploitation, detention and gender-based violence. Weak enforcement, limited victim support and reintegration challenges continue to increase vulnerability and risk of re-trafficking.

The Directorate works to address these protection gaps through monitoring, human rights education and policy engagement, in line with the National Migration Policy of Sierra Leone, Migration Policy Framework for Africa and Plan of Action 2018–2030 and the Global Compact for Safe, Orderly and Regular Migration.

The objectives of this outcome are to:

1. Enhance protection by monitoring of migrants and victims of human trafficking rights
2. Enhance prevention of human trafficking, irregular migration, and labour migration governance in Sierra Leone
3. Improve access to justice, services and accountability mechanisms, inter-agency and border crossing coordination
4. Improve on policy advocacy, legal reform, and the implementation of key migration policies and legislations in Sierra Leone.

Output 8.1: Protection and monitoring of migrants and victims of human trafficking strengthened.

Despite Sierra Leone's legal commitments to combat human trafficking and protect vulnerable migrants, the systems responsible for their protection and monitoring remain critically weak and fragmented. As the Human Rights Commission of Sierra Leone (HRCSL) has documented, the absence of robust monitoring mechanisms means that victims of trafficking and migrants in distress are often invisible to the state until after a violation has occurred, if they are identified at all. Below therefore, are key activities to achieve the output outlined above.

Activity	Performance Indicator
Capacity Building for Commissioners, staff and other frontline officers on SOPs for victim identification, the NRM, and rights-based monitoring.	% of Commissioners and Staff with improved knowledge on SOPs for victim identification, the NRM, and rights-based monitoring.
Strengthened access to justice for migrant workers and returnees	% of migrants' workers and returnees who have access to justices for rights violated or abuse
Facilitate the ratification of the Convention on the rights of migrant's workers	No. of engagements held and convention ratified
Monitoring the implementation of key migration and human trafficking related policies	Improved performance on the implementation of the polices
Direct Protection and Assistance for victims of trafficking/migrant smuggling	No. of trafficking prosecutions resulting in convictions, with reference to cases where HRCSL monitoring or victim support contributed to the outcome.
Advocate for Victim-Centered Justice	% of migrants' workers whose rights are addressed as a result of the advocacy

Output 8.2: Prevention of human trafficking, irregular migration, and labour migration governance enhanced.

Despite recent legislative reforms and policy commitments, Sierra Leone continues to face significant gaps in preventing human trafficking, reducing irregular migration, and strengthening labour migration governance. These weaknesses leave prospective migrants particularly youth and women highly vulnerable to exploitation and undermine efforts to harness migration for sustainable development. To achieve this output the following activities will be implemented.

Activity	Performance Indicator
Public Awareness and Community Engagement	% of people with increased awareness on human trafficking, irregular migration and labour migration.
Labour Migration Governance Strengthening	No. of private recruitment agency staff trained on fair and ethical recruitment standards. No. of labour inspectors trained on identifying forced labour and child labour indicators. % of migrant's workers or human trafficking victims whose rights are promoted and protected
Prevention of irregular migration and trafficking through Data and Research	No. of research studies conducted Report produced Reduced irregular migration and trafficking
Policy Advocacy and Coordination to address cases of **irregular migration and trafficking**	% of victims whose rights are addressed as a result of the structured advocacy and coordination meetings
Advocate for legislative and policy reforms	No. of policy briefs or advocacy submissions made to address legislative gaps

Output 8.3: Access to justice, services and accountability mechanisms, inter-agency and border crossing coordination strengthened.

Despite the existence of robust legal frameworks, including the Anti-Human Trafficking and Migrant Smuggling Act of 2022, Sierra Leone continues to face significant systemic barriers that prevent victims of trafficking and migrant smuggling from accessing justice, remedies, and meaningful accountability. Although 257 victims were identified between 2022 and 2024, only a small proportion of cases resulted in prosecutions or convictions. To this end, below are key activities to achieve the above output.

Activity	Performance Indicator
Access to Justice and Legal Aid for migrants and victims of trafficking	% of migrants and victims of trafficking who have access to remedies
Comprehensive Victim Services and Support	% of victim services provided in the past 12 months.
Ensure Accountability Mechanisms and Oversight of trafficking cases	% of identified trafficking cases resulting in investigation and prosecution.
Inter-Agency and Border Crossing Coordination	% of trafficking victims identified through border coordination mechanisms. % of cross-border trafficking cases where bilateral coordination facilitated victim identification or return

Conduct joint border monitoring operations with partners working on migration and human trafficking	No. of border crossing points monitored % of cases identified and addressed

Output 8.4: Policy advocacy, legal reform, and the implementation of key migration policies and legislations in Sierra Leone strengthened

Sierra Leone has undertaken significant normative and institutional reforms to combat human trafficking, migrant smuggling, and labour exploitation. The enactment of the Anti-Human Trafficking and Migrant Smuggling Act of 2022, the Overseas Employment and Migrant Workers Act of 2023, ratification of the Protocol to the Forced Labour Convention, and the development of both the National Labour Migration Policy and the National Implementation Plan for the Global Compact for Safe, Orderly and Regular Migration (GCM) collectively signal strong political commitment. However, a persistent implementation deficit continues to undermine the transformative potential of these frameworks. To this effect, these key activities below will be implemented to achieve this output.

Activity	Performance Indicator
Policy Advocacy and Engagement with Government	Increased access to justice for migrants and human trafficking victims
Monitoring and Review of Policy Implementation	Improved compliance to laws and polices
Legal Reform Advocacy	No. of laws, regulations and polices drafted and adopted
Capacity Building for Policy and Legal Actors	% of policy and legal actors with improved knowledge in laws and policies.
Public Education and Awareness on laws and polices	% of people with increased knowledge on laws and polices

9. Outcome 9: The operations of the regions in the protection and promotion of human rights strengthened

The effective discharge of the mandate of the Commission requires not only strong national-level leadership, but also a visible, accessible, and functional presence at regional and district levels.

During the previous strategic cycle, the Commission made progress in expanding its regional footprint. However, structural challenges persisted, including limited district-level presence, inadequate logistics, inconsistent operational systems, and insufficient public visibility in some regions. These constraints reduced the accessibility of the Commission's services to rural and hard-to-reach communities and limited early detection of human rights violations.

Human rights protection cannot be centralized. Many violations occur in rural chiefdoms and peri-urban communities where victims face barriers such as distance, lack of awareness, economic hardship, and reliance on informal justice systems. Without strong regional operations, the Commission risks underreporting of violations, weakened deterrence, and reduced public confidence.

This Strategic Plan therefore prioritizes the strengthening of regional operations and visibility as a core pillar of decentralised human rights protection.

Objectives

The objectives to achieve this outcome are to:

- Expand Territorial Presence
- Improve Accessibility of Human Rights Services:
- Enhance Institutional Visibility and Public Awareness:

To achieve these objectives, the following outputs will be implemented:

Output 9.1: Offices Established and Functional in each District within the Regions

The expired SP acknowledged limited reach and understaffed regions, but did not structurally decentralise service delivery. This output will be achieved through a phased, resource-conscious and partnership-driven expansion of the Commission's presence to all districts within the Regions with the availability of financial and other resources. The Commission will first conduct district-level assessments to prioritise expansion based on need, caseload trends, vulnerability levels and geographic access gaps. A phased roll-out plan will guide implementation across the strategic period.

For a start, a mixed infrastructure model will be adopted, including collaboration with District Councils, local authorities and shared public facilities. Each district office will meet minimum operational standards, including trained personnel, complaint registration systems, reporting linkages to Regional Offices, basic ICT, and visible public signage.

Staffing will be gradual and scalable, combining redeployment, new recruitment, and structured supervision under Regional Heads. Standard equipment packages and reporting templates will ensure uniformity and accountability. Sustainability will be supported through integration into annual budgets, donor engagement, and cost-sharing partnerships. Regular supervision, performance monitoring and operational audits will ensure that district offices remain functional and service-oriented rather than symbolic.
Through this structured approach, district offices will significantly improve accessibility, early detection of violations, public confidence, and decentralised human rights protection across the country. To achieve this output the following activities will be implemented.

Activity	Performance indicator
Conduct district-level feasibility assessments	Feasibility assessment conducted strategic priority mapped out
Develop phased district expansion plan (Year 1–5)	5 -year Expansion plan developed
Secure office space through: **District Council partnerships** **Chiefdom authorities** **Government building allocations** **rent**	Agreement and MOU developed Rent paid and tenancy Agreement signed
Develop minimum operational standards for district offices	Regionalization policy reviewed and finalized

	SOPs developed
Operationalize the office **Recruit/deploy existing staff** **Furnish the office**	Offices established and staffed. Furniture bought and installed.

Output 9.2: District Human Rights Committees institutionalised as Community-Based Protection Mechanisms

The institutionalisation of District Human Rights Committees (DHRCs) will be implemented through a structured, capacity-driven approach led by the Human Rights Commission of Sierra Leone to strengthen decentralised protection and early response systems.

DHRCs will be formally established with clear Terms of Reference, defined reporting lines, and official recognition to ensure legitimacy and sustainability. Their composition will be inclusive, bringing together civil society, traditional leaders, women, youth, persons with disabilities, local authorities, and relevant security representatives to promote broad ownership and credibility. Members will receive structured training on resource mobilization, human rights standards, complaint handling, mediation, referral mechanisms, and early warning systems. Standard operating procedures and reporting templates will guide their work, ensuring accountability and consistency across districts.

The DHRCs will function as frontline protection mechanisms by receiving complaints, identifying emerging human rights risks, facilitating early mediation, and promptly referring cases to Regional Offices for action. Clear communication channels will enable rapid response and coordination. To sustain functionality, the Commission should provide periodic supervision, technical support, basic operational tools, and regular performance reviews. Community awareness activities will ensure that the public understands the role and accessibility of DHRCs. Overall, the operationalization framework transforms DHRCs into structured, accountable, and community-based protection mechanisms that enhance accessibility, early detection, and timely response to human rights violations at district level. To achieve this output the following activities will be implemented.

Activity	Performance indicator
1 Institutional Strengthening **Conduct mapping and verification of all existing DHRCs** **Reconstitute inactive committees** **Develop standard Terms of Reference (TORs)** **Develop DHRC operational guidelines aligned to Commission mandate**	No. of functional vs. non-functional DHRCs identified No. of inactive DHRCs reconstituted TOR document developed and approved by the Commission Operational guidelines developed and approved
2. Capacity Building **Annual training on:** **Complaint identification and referral** **Basic human rights standards**	% OF DHRCs with increased knowledge in the following areas

Mediation skills **Documentation and reporting** **Develop simplified DHRC training manuals** **Conduct refresher sessions every 6 months** **Provide orientation on confidentiality and ethics**	increase in community-level human rights monitoring activities Training manual developed and improvement in response time to human rights complaints Refresher trainings conducted quarterly and orientation conducted
3. Reporting & Supervision Framework **Introduce monthly DHRC reporting templates** **Establish structured reporting line to Regional Offices** **Quarterly coordination meetings between DHRCs and Regional Offices** **Re-activate "Kobo collect" tool for receiving complaints** **Develop DHRC performance monitoring checklist**	Template developed and improved response time to human rights violations Increase in early warning alerts submitted through reporting system Increase in case resolution rate Improved data accuracy and availability for decision-making Strengthened institutional visibility and credibility
4. Logistics & Operational Support **Provide:** **Registers** **Complaint forms** **Basic stationery** **Identification cards** **Support transportation for quarterly meetings** **Establish DHRC focal person at Regional Office**	% of offices with functional electricity, internet, and communication systems Improved response time to complaints Increased supervision and monitoring coverage Reduced operational disruptions

Output 9.3: Strengthened Engagement with Local Justice Actors

The Commission will implement this output by building structured, collaborative, and sustained relationships with local justice actors, including courts, magistrates, traditional leaders, law enforcement agencies, and legal aid providers. Implementation begins with mapping and identifying key stakeholders in each district and chiefdom to ensure comprehensive coverage of all relevant actors.

Regular engagement forums, such as workshops, coordination meetings, and joint planning sessions, will be organised to foster mutual understanding of human rights standards, national laws, and the Commission's mandate. Training and capacity-building programmes will be provided to local justice actors to strengthen knowledge of complaint handling, dispute resolution, early warning mechanisms, and referral processes.

The Commission will establish formal communication and reporting channels to facilitate timely information sharing on complaints, emerging violations, and resolution processes. Collaborative mechanisms, including joint monitoring visits and mediation initiatives, will be

developed to ensure local justice actors actively support the protection and promotion of human rights.

Continuous supervision, performance tracking, and feedback mechanisms will reinforce accountability and encourage best practices. By combining structured engagement, capacity-building, and coordinated action, the Commission will enhance cooperation with local justice actors, improve the handling of complaints at the community level, and strengthen the effectiveness and credibility of human rights protection in Sierra Leone. To achieve this output the following activities will be implemented.

Activity	Performance indicator
Quarterly coordination meetings with: **Magistrate court** **Police divisions** **Local Courts** **Correctional facilities**	No. of meetings held. Reduced prolonged detention cases reported regionally
Joint monitoring visits	No. of monitoring visit conducted and reports produced.
Referral pathway documentation	% of referred cases acted upon
Training of local justice actors (customary law officers) on the administration of justice at the local level	No. of trainings conducted % of victims having access to justice.

10. Outcome 10: Integrated Human Rights-Based Approach (HRBA) to the three (3) Planetary Crisis: Climate Change, Pollution and Biodiversity Loss enhanced

The Human Rights Commission of Sierra Leone (HRCSL) views climate change as a human rights issues due to it negative impacts on human beings and the environment. As a national human rights institution, HRCSL holds that Climate change and its impacts is one of the greatest challenges of the day, directly and indirectly impacting on the full enjoyment of human rights, including social, economic and cultural rights as well as civil and political rights, the right to development and the right to a healthy environment. The Commission recognizes the importance of protecting the environment and biodiversity for present and future generations and that protecting the environment and biodiversity means taking care of water, air, land, animals and plants. HRCSL is concerned that climate change disproportionately affects the most vulnerable reinforcing existing disparities and creating new economic and social inequalities. To this end therefore, the HRCSL focus is on ensuring human rights-based approach to environmental protection including conservation. For the Commission protecting the environment is key to the realization of human rights rights (such as rights to water, food, housing).

The Commission observes that climate change already affects the human rights of countless Sierra Leoneans and the impacts are only getting worse. The impacts of climate change interfere with the effective enjoyment of human rights with disproportionate effect on many disadvantaged, marginalized, excluded and vulnerable individuals, communities and groups,

including those whose ways of life are inextricably linked to the environment. Sierra Leone is a party to the Paris Agreement, which is a universal, legally binding climate agreement adopted in 2015 at the twenty-first Conference of the Parties to the United Nations Framework Convention on Climate Change (UNCFCC). State parties to the Paris Agreement have recognized the importance of human rights in climate action, agreeing "to respect, promote and consider their respective obligations on human rights" when taking climate action. Therefore, the State has a human rights obligation to prevent the foreseeable adverse effects of climate change and ensure that those affected by it, particularly those in vulnerable situations, have access to effective remedies and means of adaptation to enjoy lives of human dignity.

The concept of climate change, pollution and bio-diversity loss have become a contentious and must confused concepts and their effect and how they are applied in different concepts. See below brief on the three concepts:

- Climate change is harming and undermining human rights enjoyment, and that the State has obligations to prevent harm through disaster preparedness, adaptation and disaster response. The HRCL focus to this end is HRBA to climate action including disaster prevention and response.
- When it comes to pollution a key focus is monitoring the enforcement of environmental regulation to prevent harm to rights (such as the right to water) including emphasising the role of businesses (such as mining companies) in respecting rights and remedying harm
- For biodiversity loss, the HRCSL should advance human rights-based approach to environmental protection and conservation through protection of plants and animals for the sake of preserving biodiversity (as an end in itself), but also paying attention to enjoyment of a range of human rights (water, food, housing etc)

Also, the Commission's role is to ensure that State institutions mainstream HRBA into all climate change, marine conservation and environmental-related policies, laws, and in climate-induced disaster recovery programmes. The application of HRBA into climate actions would guarantee that the dignity, rights, and protection of disproportionately impacted groups (including women, children, persons with disabilities, the elderly, human rights defenders and marginalized rural communities) are safeguarded through the integration of the principles of equality, participation, accountability, and non-discrimination into recovery planning, relief distribution, relocation, rehabilitation, and rebuilding processes after climate-related disasters such as floods, landslides, droughts, and coastal erosion occurs.

The Commission therefore established the Directorate of climate Change and Information Services (DCCIS) to coordinate programmes and activities related to the application of human rights into climate change, marine conservations, fisheries and the environment. Through this directorate, HRCSL collaborates with government-specialized Ministries, Departments and Agencies (MDAs), Civil Society Organisations (CSOs) and Non-Government Organisations (NGOs) on environmental issues and in ensuring that decisions on climate change actions are participatory, non-discriminatory and accountable, with the benefits and burden of climate change adaptation and mitigation measures are shared equitably. DCCIS is also in charge of managing the Commission's information Services to meet the information needs of internal and external researchers on human rights and related subjects.

The objectives of this outcome are to:

i. Operationalise the Directorate of Climate Change and Information Services and build the capacity of Commissioners and Staff on climate change and fisheries Governance from a human rights perspective.
ii. Enhance the capacity of public officials of line- MDAs and civil societies working in the field of climate change, fisheries and the environment;
iii. Strengthen collaboration between and among government MDAs, local councils and right holders for effective and coordinated human rights-based approach to climate actions and Marine conservation
iv. Organise public education and awareness raising on applying human rights principles in climate change and environment programmes; and marine conservation and governance.
v. Engage on monitoring and research on the impacts of climate change, environmental degradation, and the livelihood of small-scale fishers and coastal communities

To achieve these objectives, the following outputs will be implemented:

Output 10.1: The operation of the Directorate of Climate Change and Information Services (DCCIS) and the capacity of Commissioners and staff on climate-related matters strengthened.

The Commission underscores the importance of integrating a human rights-based approach to climate-change policies, initiatives, programmes and other adaptation and mitigation measures. HRCSL views climate change impacts as a serious human rights issue, which precipitated it to establish the Directorate of Climate Change and Information Service (DCCIS) in January, 2023.

The Commission will need significant support from government and development partners to make the directorate fully operational in discharging its responsibility of coordinating activities geared towards the mainstreaming of human rights protection and promotion in climate change actions, marine and coastal conservation, fisheries governance, and provide an effective human rights information hub for research and public education. Also, there is need to address the issues that undermine the effective functions of the directorate such as lack of logistics, well trained and equipped staff capable of interacting with and reinforcing the capacities of line MDAs, CSOs, environmental human rights defenders, and work closely with other local partners to respond and monitor the implementation of climate adaptation and mitigation measures nationally. The Commission should equip its library and documentation centres in all the regions to provide research opportunity for staff and external users. See below activities to achieve this output.

Activity	Performance Indicator
Capacity training for commissioners & staff on human rights, environmental protection and climate change	% of Commissioners and Staff with increased knowledge on climate change and marine conservation
Recruit/assign technical staff to strengthen DCCIS in carrying out its activities effectively.	No. of technical staff recruited/assigned to DCCIS Improved effectiveness of the directorate
Develop HRBA climate-induced disaster recovery assessment framework tool for the use of HRCSL and Partners (MDAs)	Availability of the framework tool

	Reduced human rights issues, increase transparency and equal access to disaster response for victims of CC
Procure computers and other office equipment for the directorate	No. of computers & office equipment procured

Output 10. 2: The knowledge capacity of public officials of line MDAs, local councils, DHRCs and Small-scale Fishers (SSF) Unions on HRBA to climate actions enhanced.

HRCSL's conducted needs assessment of public officials on human rights knowledge and skills. It was observed that, there is huge knowledge gap in the application of human rights-based approach into their operations, which had resulted to misconception of human rights principles and the operation of HRCSL to many public officials. Similarly, in the Commission's interactions with senior government officials in the climate change impact assessment conducted in 2026, it was noted that a good number of public officials were unaware of the nexus between human rights and climate change and the role of national human rights institutions on climate actions. Therefore, building the capacity of public officials on human rights norms and best practices is key in mainstreaming human rights-based approach to climate change mitigation and adaptation measures and policies.

DHRCs are key collaborating partners in the operations of the Commission particularly in some of the districts where the HRCSL is not physically present. The Ward and Chiefdom committees are created by the EPA Acts of 2021, but are yet to be strengthened from a human rights perspective. Therefore, the Commission should empower members of the DHRCs through training of trainers with a view for them to cascade the skills, knowledge and experience gained to their various constituents.

As the Ministry of Environment and Climate Change (MECC) is still working on drafting the first climate change legislation, the engagement with senior public officials would provide an opportunity to factor some of the human rights considerations into the draft law. See below activities to achieve this output.

Activity	Performance Indicator
Design and conduct trainings for public officials, local councils, and forest guards on the application of HRBA to climate change actions & Marine conservation	% of public officials with increased knowledge on HRBA to climate change actions & Marine conservation Reduced violation committed by public officials
Conduct roundtable engagement with top managements of line-MDAs on human rights & environmental concerns, and on HRBA mainstreaming into policy formulation and implementation	% of top management of line MDAs with increased knowledge on human rights & environmental concerns, and on HRBA mainstreaming into policy formulation and implementation % of affected population of CC whose rights issues are addressed

Output 10:3 Public education, Awareness raising and mobile complaints hearings programmes on human rights and climate change, marine conservation and fisheries governance undertaken.

One of the Commission's strategies in implementing its protection and promotion of human rights mandate include public education, awareness raising and mobile complaints hearings, which are cross cutting activities collaboratively undertaken by all the Commission's specialised and field directorates. Among the existing challenges of the Commission is limited financial resources to set up offices in all the districts within Sierra Leone. Therefore, communities where HRCSL is not present find it difficult to access the Commission. Some of them do not even know about the Commission or the work that it does and as such, a gap exists between people living in rural communities and the Commission. Also, knowledge gap exists about the cause and effect of climate change and how communities are impacted by climate change, but also how human activities contribute to environmental hazards and the impacts of climate change as a result of harmful fishing practices, which ultimately affect sustainable approaches to natural resource management to preserve the resources for present and future generations.
The Commission is also aware of the fact that in communities climate change has impacted fisheries (fish migrating to warmer waters, coastal areas submerging and getting destroyed) and thereby also harm rights such as to food, adequate standard of living, etc. Also, unsustainable fishing is depleting the resources, thereby undermining food security. Therefore, the communities and the government need to work together to manage the resources sustainably.

Also, to this end, in order to address this plethora of issues, and to further bridge the gap between the Commission and people living in those hard-to-reach areas, the Commission in collaboration with DHRCs and SSF Unions should engage on public education, formation of chiefdom/ward climate change committees, and mobile complaint hearing exercises in vulnerable rural and coastal communities. See below activities to achieve this output.

Activity	Performance Indicator
Conduct public education and awareness raising in vulnerable and hard-to-reach communities on human rights, climate change and the environment through town hall meetings and community media engagements	% of communities with increased knowledge on human rights, climate change and the environment Reduced human rights violations as a result of CC.
Hold Mobile complaints hearing on climate change and environmental issues	% of complainants whose complaints were addressed.
Establish and strengthen Climate Change & Environments Human Rights Networks at Chiefdom/Ward Level	No. of Network Committees established and empowered.
Support training/awareness raising of DHRCs, Ward/Chiefdom environmental Committees and SSF Unions on human rights, climate change, marine conservation and the environmental protection	% of affected community people of CC whose rights issues are addressed

Output 10.4: Monitoring and Research on the human rights implications of climate change and impact of climate change measures, Bio-diversity loss on rights holders enhanced.

The Commission will engage on effective site monitoring and research on environmental degradation of forest reserves, waste dumping sites, sand and stone mining areas, and wetlands mangroves reserves to ascertain how human activities worsen the impacts of climate change and its effects on the enjoyment of human rights. The Commission will also monitor and report on the climate change commitments by the State under the SDG and the Paris Agreement; and conduct Research and advocacy programmes geared towards addressing human rights harms caused by environmental degradation, particularly to people in vulnerable and coastal communities. It should also be the practice of the Commission to produce thematic and annual reports which assess the human rights situation nationally on the human rights implication of climate change impact and the environment in order to influence legal reforms on same (contributing to the CC Draft Bill, shaping climate plans, and shaping disaster response strategies). See below activities to achieve this output.

Activity	Performance Indicator
Plan and undertake regular monitoring visits to assess the status of land degraded sites, waste dumping sites, wetlands mangroves reserves, fish land sites & the impacts on livelihood.	No. of monitoring undertaken Report produced and stakeholders engage on findings for effective remedy
Conduct research on the impacts of climate change in selected disaster-prone communities, Islands; and the livelihood of SSF and coastal communities	Research conducted Stakeholders engage on findings for a coordinated approach to the impact of CC
Support HRCSL contribution to the CC draft Bill, and also shaping disaster response strategies	Legal reviews conducted Review of disaster response strategies conducted

Part Four (4)

4.1. Implementation of the Strategic Plan

The effective implementation of a strategy determines the extent of its success. Ability to accurately gauge the success of implementing this strategy is contingent on the level of coordination, monitoring and evaluation capacity of the institution. It also requires the Commission to adopt an integrated, programmatic, innovative and inclusive approach. The HRCSL is committed to the implementation of this strategy by establishing the following mechanisms:

For the Strategic Plan to be effectively implemented, mechanisms have to be put in place to manage its implementation, monitor and evaluate its impact on the work of the HRCSL. The following systems are here proposed.

a. <u>Implementation and Management</u>

The Chairperson, Commissioners, Executive Secretary assisted by all Directors of the HRCSL should have the collective responsibility to oversee the implementation and management of the strategic plan. The coordinating role for the implementation of the plan is assigned to the Chairperson/Executive Secretary of the Commission. The Management Committee headed by the Executive Secretary/DES and supported by the Director of Programmes Planning, Monitoring and Evaluation and Director of Finance and Administration will meet periodically as agreed and their role will be the following:

- ✓ Review and approve all directorate and unit work plans within the framework of the strategic plan;
- ✓ Review and approve resource allocation for all activities including all projects of the Commission;
- ✓ Review all Directorate and unit reports to assess whether activities were implemented in line with the strategic plan;

The implementation of all Commission activities will be done in line with the logical framework of this plan. The framework outlines the activities to be implemented every quarter with its performance indicators and the department and unit responsible.

This committee will be responsible for the coordination and implementation of the strategy in the process, monitoring and reflecting on its progress. The actions in the strategy will be divided into two categories, with actions delegated to either leadership or management functionaries. Actions A) will identify and list the key strategic actions requiring political and policy level engagement. These will be directed by the Commissioners, who will devote their

time and resources to ensure their achievement. Actions B) shall focus on the institutional systems and processes issues and capacity building capabilities; this will be directed by the Executive Secretary/DES and supported by the Director of Programmes Planning, Monitoring and Evaluation. They shall report to the main committee in collaboration with the heads of directorates. The committee shall meet on a quarterly basis from the date of adoption of this strategy. It shall set implementation priorities and pursue them vigorously within agreed timelines.

4.2 Management of Funds

The management of funds for the implementation of the Strategic Plan will be in the following manner:

i. Donor funds will be managed in accordance with an agreed system, preferably as reflected in a **Memorandum of Understanding (MoU) or Letter of Agreements (LOA)** between the donor(s) and HRCSL;

ii. HRCSL would prefer donor assistance to be in the nature of budget support for the execution of the strategic plan. This will give leverage to the HRCSL to work within the strategic priorities and goals and also use available resources across the board for all planned activities.

iii. It is here proposed that a finance and accounting system be formulated and implemented to ensure effective budgetary and financial controls. In addition, a transparent procurement system as agreed with donors (in case of donor funds for procurement) will be strictly adhered to by HRCSL.

iv. As a matter of practice, funds for programmes will be expended in accordance with approved work plans derived from the Strategic Plan. Any variation will be subject to approval as required. Internal and external audits as well as compliance reviews will be continuously done.

4.3 Realignment of personnel roles to the SP

The implementation of this SP requires changes in the current personnel set-up of the HRCSL. First, it is recommended that Commissioners consider to delegate responsibilities based on human rights thematic issues. For example, a Commissioner should be in charge of ESC Rights or Civil and Political Rights. This will help the Commission to focus on and have an in-depth grip of thematic human rights issues peculiar to Sierra Leone.

In line with the above it is further suggested that the Commission should:

i. Ensure that every personnel of the HRCSL be given clear job descriptions and terms of reference to avoid overlaps;

ii. Initiate and maintain a vertical and horizontal accountability within the Commission and with external players.

iii. Adopt a more consultative approach to management and staff operations and relations.

iv. Include M&E in the job description of every personnel of the HRCSL;

v. Ensure to train every personnel of the Commission in human rights dimensions of M&E;

4.4 Risks and Mitigation Factors

This strategy is aimed at building the capacity of the HRCSL to protect and promote human rights in Sierra Leone. In this regard, it is anticipated that resistors will fight back to discredit or undermine the work of HRCSL in a number of ways. In this regard therefore, HRCSL should periodically identify the risks and proffer strategies in addressing the risks.

It is certain that the HRCSL will not address all the human rights challenges during the course of the implementation of this strategic plan. A number of human rights challenges still exist that may not have been captured and included in this strategy. Similarly, Public Officials may be reluctant to cooperate with the HRCSL. For this reason, HRCSL should engage public officials including heads of the security sector and those in charge of MDAs.

Low levels of analysis of the negative impact of human rights on the socio-economic development of Sierra Leone can undermine the work of HRCSL. Other related risk factors include weakness of the justice sector, lack of commitment of public officials to protect human rights. Therefore, HRCSL should constantly engage with public officials.
The possible lack of funding or inadequate funding to implement activities outlined in the plan constitutes a risk factor. HRCSL will ensure that the operational plan is realistically projected and spread out over five years.

Part Five (5)

Monitoring and Evaluation

5.1 Monitoring, Evaluation and Learning

Monitoring and Evaluation (M+E) will guide the performance and measure the effective level of achievement of the ten strategic priorities set in this Strategic Plan. HRCSL should ensure to implement the plan, present periodic management reports on activities implemented and create the link on how they meet the desired objectives or targets. In this regard therefore, the Commissioners and staff of HRCSL have the responsibility to ensure that objectives and goals set for the various priorities and related activities are implemented in accordance with the plan. Monitoring and Evaluation indicators will be developed in the operational plan and the annual work plan. For each outcome area, targets will be set that are achievable and directly related to the strategic priorities, objectives and expected outputs.

The purpose of monitoring and evaluating the strategic plan is to:

- Ensure that HRCSL's Strategic Priorities, goals and objectives are achieved;
- Track the inputs and outputs against the plan
- Identify opportunities and challenges that may impact or affect planned activities
- Learn and document best practices for experience sharing

5.2 Monitoring and Evaluation tools

Monitoring will be done on an ongoing basis using the detailed programme of action for implementation. The approach will be periodic review by the Commissioners of the HRCSL.

5.3 Levels of monitoring and evaluation:

This will be done on:

a. Monthly basis;
b. Quarterly basis
c. Half yearly basis;
d. Annually basis;
e. Midterm review;

5.4 Report and Documentation

Mechanisms will be instituted by the Commission to ensure that financial and narrative reports are produced within the timeframe for reporting. This should include challenges faced by HRCSL in the implementation of the strategic plan, funding issues, implementation bottle necks and successes scored in the implementation of the plan.

Appendixes

A. Logical Framework

This section presents the logical framework which has to be used as a management tool for the smooth implementation of the strategic plan, which will significantly contribute to the delivery of services to the public and enhancing the professionalism, credibility and relevance of the Commission.

Goal		The overall goal of this SP is to continue to strengthen the capacity of the HRCSL and its partners for the effective protection and promotion of human rights in resonance with its statutory obligations and international responsibilities and achieve enhanced respect for fundamental human rights, equality, and dignity.								
No	**Outcomes**	**Expected outputs**	**Activities**	**Objectively verifiable indicators**	**Timeline 2026-2030**					**Assumptions**
1	Independence and Autonomy of the Commission Strengthened	1.1 Legal and Constitutional Guarantees of Autonomy of the Commission Strengthened	Organise pre-legislative hearing with Members of Parliament on the draft amended legislation to give the Human Rights Commission a permanent legal existence in the review 1991 Constitution of Sierra Leone	HRCSL included in the 1991 Constitution with more legitimacy to do its work.	x					1.Willingness on the part of the government and partners to collaborate with the Commission 2. The priorities of the government does not change. 3. There is peace, security and stability in the country.

			Collaborate with civil society and the media to lobby government and parliament to expedite the passing of the new Act into law and popularise its content	HRCSL new Act passed into law and % of people whose rights are protected and promoted	x					
		1.2 Institutional and Financial Independence of the Commission Enhanced	Develop a comprehensive five-year budget estimate for the Commission to implement its mandate effectively	Five-year budget estimate developed and the Commission has the required resources to function	x					
			Organise a strategic level meeting with the President and Minister of Finance to agree on a budget estimate and proper means of funding the Human Rights Commission	Memorandum of understanding agreed with the government on a budget estimate for the HRCSL	x					
			Secure a high-level agreement with the AG's Office to implementation recommendations from the Commission	Memorandum of Understanding agreed with the government on implementation of HRCSL's recommendations % of victims who receive redress as a result of the implementation process.	x					
			Strengthen the resource mobilization unit of the Commission	Resource Mobilisation Unit strengthened and resource mobilised for the effective operations of the Commission.	x					
			Train staff in the resource mobilisation unit on how to mobilise resources	Staff have the required knowledge on how to resource mobilise	x					
			Plan and undertake resource mobilisation activities (e.g. RM conferences)	Stakeholders engaged and resource available for the use of the Commission.	x	x	x	x	x	

2	Improved Corporate Governance, Operations and Visibility of the Commission	2.1 Improved Clarity of Roles and Responsibilities of all Layers of the Commission	Review and adopt clear roles and responsibilities from leadership, management and operations.	Management and functional plan with clear distinction of roles and responsibilities and guaranteeing autonomy for management and operational levels.	x					
		2.2 Strengthened Corporate Governance, Leadership and Oversight of the Commission and Reporting	Develop annual work plans, including key activity timelines, outcomes and calendar to serve as an accountability tool.	Annual work plan developed and operational	x	x	x	x	x	
			Develop standard reporting templates	No. of reporting templates developed and adopted.	x					
			Establish a central documentation and archive system	Archive system established & functional.	x					
			Produce periodic analytical briefs from field office	No. of analytical products produced	x	x	x	x	x	
			Train staff in results-based reporting	% of staff trained.	x					
			Establish a national human rights award for staff	Human rights award for staff established. Improve staff performance during the process.	x	x	x	x	x	
		2.3. Institutional programme planning and coordination strengthened	Develop a Commission-wide Programme Planning Framework.	Planning framework approved and used.	x					
			Organise annual and quarterly planning retreats.	% of activities derived from annual plans.	x	x	x	x	x	
			Produce consolidated annual operational plans and budgets.	Consolidated annual operational plans and budgets produced and rolled out.	x	x	x	x	x	
			Establish inter-directorate programme review meetings (monthly).	Increased knowledge of institutional programming and performance	x					

			Develop project design guidelines (concept note → proposal → implementation).	Project design guidelines developed for effective resource mobilization strides	x	x	x	x	x	
		2.4 Resource mobilization and donor engagement enhanced	Develop and implement a Resource Mobilization Strategy.	Strategy produced, approved and implemented Resources are mobilised for the effective functioning of the Commission	x					
			Map donor priorities (bilateral, multilateral, private foundations).	No. of engagements and proposals submitted and engagement carried out and resources available.	x	x	x	x	x	
			Train staff in fundraising and donor compliance.	Trainings conducted and resource mobilisation strides undertaken	x	x				
			Organize annual donor roundtable meetings	Donor meetings held and donor commitment made Availability of resources	x	x	x	x	x	
			Maintain a funding pipeline tracker.	Funding pipeline tracker maintained	x	x	x	x	x	
		2.5 Improved Visibility of the Commission to the Public	Revamp the website of the Commission to make it more dynamic and accessible to the public	Revamped dynamic website with integrated complaints and feedback management tools for staff and the public % of people who have knowledge on the work of the Commission.	x					
			Strengthen communication and information management (functional ICT and communication unit).	Use of social media platforms such as X, Facebook, Instagram, YouTube to promote the activities of the	x	x				

			Provide capacity building to IEC staff to manage new technology for visibility and communication with the public	Commission; Publication of Newsletters, available digital cameras, recorders, tripods, body mics, SD cards, flash drives, external flash. External hard drives, mobile phones available						
				Training provided to IEC staff Increased knowledge of the work of the Commission % of people who access the Commission's services.						
			Revise the existing communications policy and strategy	HRCSL communication strategy strengthened	x					
			Provide internet facilities (including Wi-Fi) in all offices of the Commission	No. of HRCSL offices who have access to internet services	x	x	x	x	x	
			Undertake mobile clinics in remote and isolated communities	% of people in remotes communities with improved knowledge on the work of the Commission and can access its services.	x	x	x	x	x	
			Capacity building for journalists in the country on human rights and media reporting.	% of journalists with improved knowledge on human rights reporting.	x					
			Support human rights hour in major radio stations across the country	Increase knowledge on key and relevant human rights concept	x	x	x	x	x	
		2.6: Public Education and Training on	Design and undertake human rights public education activities using the social media	Increased knowledge on general human rights frameworks	x	x	x	x	x	

		General Human Rights Standards Enhanced	Print and distribute public education materials promoting human rights education and awareness	Increased knowledge on general human rights frameworks	x	x	x	x	x	
			Undertake outreach activities in schools, universities and local communities on human rights generally	Increased knowledge on general human rights frameworks	x	x	x	x	x	
			Undertake town hall engagements on HRBA for the provision of water, electricity, sanitary conditions, taxation etc. with public service institutions.	% of people who access to essential services	x					
			Conduct training for Nurses on HRBA to nursing care	% of nurses with improved knowledge on HRBA to nursing care		x		x		
			Conduct training for local councils on HRBA to local governance	No. of trainings conducted			x		x	
			Compile and Produce a compendium of Human Rights Training Manual	Manual produced for the use of the Commission and enhanced knowledge on human rights.		X				
		2.7: Sustained National and Regional Structures to Enhance the Promotion of and Protection of Human Rights	Conduct 5 Regional Workshops for members of the SHRPCs and their patrons on leadership and human rights and establish regional bodies to manage the SHRPC.	% of SHRPCs and their patrons with improved knowledge on leadership and human rights No. of regional bodies to manage the SHRPC established		x				
			Conduct Trainings for the school patrons on resource mobilization and project writing.	% of school patrons with improved knowledge on project writing and resource mobilization .		x				

				Resource available for the effective running of the PCs						
			Recruit at least two additional Patrons per school as a means of ensuring sustainability.	More patrons recruited for all schools.		x				
			Conduct regional competitions on peace and human rights in all schools.	No. of regional competitions conducted and result published. % of pupils with improved knowledge on human rights		x	x	x	x	
			Establish additional school clubs across the country.	No. of PC established at districts level and functional.		x				
			Support quarterly meetings to sustain and maintain the work of the PC	No. of meetings held and the work of the PCs sustained	x	x	x	x	x	
		2.8 Capacity of the Commission Enhanced to Undertake Public Interest Litigation	Facilitate the passing of the Revised HRCSL Act with the power to undertake public interest litigation in it	Revised Act enacted. % of people who seek redressed through the court system	x					
			Employ lawyers and provide them with the support they require to undertake public interest litigation	No. of lawyers employed and are working on public interest litigation and number of public interest litigation undertaken	xx					
			Awareness raising on issues related to public interest litigation	% of people with improved knowledge on HRCSL public interest litigation systerm	x	x	x	x	x	
		Output:2.9 Improved Human Resource Capacity Building and Management	Recruit essential staff to fill critical vacancies Revise and adopt a clear policy on recruitment, promotion, transfer, staff development, leave, study leave, bereavement and parental leave policies	Improve the effective functioning of the Commission Policy revised and adopt	x	x	x	x	x	

			Revise and adopt a new Human Resource Management policy and manual. Train staff on key HR policies and guidelines.	Human resources policy and manual finalised and adopted. % of staff with improved knowledge of the HR policies and guidelines	x	x				
			Conduct annual training needs assessments. Implement a digital HR Information System. Strengthen payroll and records management systems.	Needs assessment conducted and at least 80% of staff trained annually HRCSL HR information system digitalised HRIS operational with 100% digitized records payroll and records management systems strengthened	x	x	x	x	x	
			Identify high-potential staff for leadership development. Develop succession planning guidelines.	% of staff with strong leadership capacity. Smooth transitioning and transfer of knowledge enhanced	x	x	x	x	x	
			Review and update staff welfare policies. Conduct periodic employee satisfaction surveys.	Staff welfare policy reviewed	x	x	x	x	x	

			Establish a staff excellence award to recognize the exceptional contribution of certain staff.	Employee satisfaction surveys conducted staff performance upscaled Staff excellence award conducted annually] Staff morale improved						
			Strengthen performance appraisal systems. Conduct half-yearly (progressive) and annual performance reviews and feedback sessions. Periodic staff rotation within directorates and regional levels as provided in the HR Manual.	Staff meeting performance targets with 75% achieved annually. At least 50% staff being rotated every 2.5 to 3 years.	x	x	x	x	x	
		2.1.0: Relationship with International and National Actors Strengthened	Establish or strengthen relationships with international actors such as the United Nations, European Union, the African Union, donor agencies and international human rights organisations	No. of relationships with international actors established or strengthened HRCSL have access to resources and capacity building activities including exchange learning programmes	x	x	x	x	x	
			Develop and sign MoUs with civil society and media organisations to collaborate on human rights related activities	Relationship strengthened and the protection and promotion of HR enhanced	x	x				

			Undertake outreach activities geared towards improving the HRCSL's engagement with local community members	% of local community members who collaborate and have access the services of the Commission	x					
		2.1.1: Monitoring, evaluation, accountability and learning systems institutionalized	Develop a Commission-wide M&E Framework aligned to the strategic plan.	M&E Framework developed and operational.	x					
			Create standard indicators for all programmes.	% of programmes reporting against indicators.	x					
			Deploy M&E focal persons in regional offices.	No. of M&E focal persons assigned at regional levels No. of review meetings held.		x				
			Establish digital data collection & storage systems.	Annual results reports published.		x				
			Conduct quarterly performance reviews.	No. of performance reviews conducted and staff performance improved.	x	x	x	x	x	
			Produce annual results & impact reports	No. of annual results and impact rreport produced	x	x	x	x	x	
			Track implementation of Commission recommendations by MDAs.	Progress of implementation of recommendations tracked and archived	x	x	x	x	x	
		2.1.2 Internal Audit Department in the Commission Strengthened	Examine the Financial Statements/Reports to ensure they are prepared in accordance with the applicable financial reporting framework	Internal Audit Reports prepared	x	x	x	x	x	
			Carry out examination of accountable documents to ensure they are sufficient and appropriate		x	x	x	x	x	
			Assess the internal controls to ensure they are adequate and working		x	x	x	x	x	

			Examine the utilization of the commission's resources to ensure they are judiciously utilized	Internal Audit working paper file prepared	x	x	x	x	x	
			Examine the procurement activities to ensure the procurement laws are been followed		x	x	x	x	x	
		3.1: Complaints Handling Mechanisms Strengthened	Re-establish a Complaints House in the Western/Urban Area and expand the Commission's Offices at district level to create wider and unrestricted access to the Commission	Complaint House re-established and expansion of Commission's offices at district levels enhanced. % of people who have access to the Commission's services and receive redress		x				
			Recruit more staff for HQ and regional offices to support complaints handling processes. Conduct training for regional staff on complaints handling systems and mechanism and periodic refresher training for staff at HQ and Regional Offices	No. of staff recruited for HQ and regional/district offices Improve on the effectiveness of complaints handling No. of capacity building trainings conducted. % of complainants who received effective resolution of their complainants		x				
			Separate the functions of complaints and investigations from legal services by creating two separate directorates	A separate directorate of legal services is created % of people who receive redress through the court system	x					
			Provide adequate logistical and financial support for programmatic activities undertaken by the directorate (referral partnership meetings, mobile complaints and complaints handling)	The work performance of the directorate improved.	x					

			Support the procurement of a modernised server system for HRCSL to be able to host and manage the complaint management system (CMS)	Server procured and operationalised	x	x	x	x	x	
		4.1: Micro and Macro-Monitoring of Detention Facilities, Caregiver Homes, Schools and Juvenile Facilities Enhanced	Plan and undertake regular monitoring visits to detention facilities, caregiver homes, schools, and juvenile facilities	% of inmates whose rights are respected though compliance with national, regional and international HR instruments	x	x	x	x	x	
			Engage government and development partners on improving detention facilities and the welfare of detainees	% of inmates with improve access to services in correctional facilities	x	x	x	x	x	
			Review monitoring checklists and conduct training for staff on same	No. of review and trainings conducted % of staff with increased knowledge in the HRCSL monitoring tool	x					
			Engage stakeholders on a quarterly basis on the findings of monitoring visits	Improved condition of correctional Centres and services	x	x	x	x	x	
		4.1: The State of Human Rights Report Produced, Disseminated and Popularised	Set up and launch the Reporting Unit	No. of staff assigned: No. of equipment bought Report writing enhanced in a timely manner with accurate date	x	x	x	x	x	
			Compile and produce the state of human rights reports	No. of SoHR rreports compiled and produced HR protection and promotion enhanced in the country	x	x	x	x	x	

			Disseminate and popularised the state of human rights reports	% of people with increased knowledge on the content of SOHR		x	x			
5	Strengthened Protection, Monitoring and Accountability for Gender Equality and the Rights of Children and Persons with Disabilities	5.1: Protection, Promotion and Institutional Accountability for Gender Equality Strengthened	Monitor implementation of national gender-related laws and policies across selected MDAs and private institutions.	% of MDAs compliance with national gender related laws and polices % of women and men who benefited from the effective implementation of national gender-related laws and policies	x	x	x	x	x	
			Monitor, document and report emerging and systemic gender-related human rights issues, including trends in SGBV and discriminatory practices.	No. of gender-related issues monitored, documented and reported. Reduced form of SGBV and discriminatory practices.	x	x	x	x	x	
			Conduct structured monitoring of SGBV response systems, including case management, survivor protection and referral pathways. Monitor and develop alternative reports on the status of domestic implementation of regional and international gender-related human rights obligations, in collaboration with the Directorate of Treaty Bodies and International Mechanisms.	No. of SGBV response systems monitored. Improved performance of SGBV response systems, including case management, survivor protection and referral pathways. No. of monitoring conducted and alternative reports produced.	x	x	x	x	x	
			Establish a structured follow-up mechanism to track implementation of recommendations arising from national monitoring and relevant regional and international mechanisms.	% of recommendations followed up within 12 months	x	x	x	x	x	

			Develop and implement targeted public education programmes to promote awareness of national gender laws, policies and standards.	% of people with increased knowledge of national laws, polices and standards	x	x	x	x	x	
		5.2: Child Protection, Safeguarding and Juvenile Justice Systems Strengthened	Conduct quarterly monitoring of juvenile detention facilities.	Improved compliance to human rights standards in the juvenile detention facilities.	x	x	x	x	x	
			Conduct quarterly monitoring of safe homes and interim care centres.	Improved compliance to human rights standards	x	x	x	x	x	
			Undertake safeguarding compliance assessments in schools.	No. of safeguarding assessments conducted.	x	x				
			Monitor and document human rights violations and abuse of child rights.	No. of child-related human rights violations and abuses monitored and documented. % of children who receive redress as result of the monitoring exercises	x	x	x	x	x	
			Monitor the rights of Children in Street Situations	% of children in street situations who access justice through HRCSL interventions	x	x	x	x	x	
			Establish a structured follow-up mechanism to track the level of implementation of recommendations from regional and international child rights mechanisms.	% of recommendations followed-up on and implemented	x	x	x	x	x	

			Develop and implement public education programmes to promote awareness of child protection laws and safeguarding standards.	Increased knowledge of child protection laws and safeguarding standards.	x	x				
			Monitor and develop alternative reports on the status of domestic implementation of regional and international child-related human rights obligations, in collaboration with the Directorate of Treaty Bodies and International Mechanisms	No. of recommendations from regional and international human rights treaties monitored and alternative reports produced.	x	x	x	x	x	
		5.3: Disability Rights Protection and Accessibility Compliance Enhanced	Monitor and track compliance of national disability-related laws, policies, and accessibility standards.	% of PWDs who have access to justice as result of their rights violated.	x	x	x	x	x	
			Conduct quarterly monitoring of special needs schools, schools with minority groups and residential homes for persons with disabilities.	% of special needs schools who have access to rights services	x	x	x	x	x	
			Conduct periodic public education on disability rights and inclusion standards.	% of PWDs and the general public with increased knowledge in disability rights and inclusion standards.						
			In Collaboration with the Treaty Body directorate, monitor the level of implementation of the Convention on the Rights of Persons with Disabilities and other inclusive regional and international human rights mechanisms. Identify minority groups requiring urgent support through monitoring visits, community referrals, or complaint channels.	No. of monitoring conducted and alternative reports produced. Improved compliance of the Convention on the Rights of Persons with Disabilities and other inclusive regional and international human rights mechanisms.	x	x	x	x	x	

				% of minority groups who benefitted from rights services						
			In Correctional facilities, provide material support, such as maternity beds, hygiene kits, school materials, assistive devices, and other essential items.	% of inmates who received maternity beds, hygiene kits, school materials, assistive devices, and other essential items.	x	x	x	x	x	
			Facilitate access to healthcare, legal services, or rehabilitation programmes to victims.	% of beneficiaries targeted and report produced	x	x	x	x	x	
			Address cases of incarceration of vulnerable or minority groups due to inability to pay minor fines in correctional facilities, providing structured intervention where legally feasible.	% of inmates who have access to justice due to HRCSL interventions.		x	x			
			Monitor and track compliance of national disability-related laws, policies, and accessibility standards.	% of PWDs who have access to justice as result of their rights violated.	x	x	x	x	x	
			Conduct quarterly monitoring of special needs schools, schools with minority groups and residential homes for persons with disabilities.	% of special needs schools who have access to rights services	x	x	x	x	x	
6	Strengthened Capacity of the Commission to Monitor and Report on	6.1: Capacity of the Commission and CSOs to Monitor and Report to International Human Rights Treaty Bodies and	Strengthen the Directorate of Treaty Body Reporting and International Mechanisms	No. of equipment provided and improved performance of the directorate	x	x				
			Develop and produce the 2026 UPR recommendations into thematic fields.	Matrix produced to enhance monitoring of implementation of the recommendations						
			Prioritise and monitor specific human rights themes to enable the Commission produce its shadow reports	No. of human rights themes prioritized, monitored and report produced.	x	x	x	x	x	

	Human Rights to International Treaty Bodies and UN Human Rights Mechanisms	UN Mechanisms Strengthened		Improved state compliance to human rights standards						
			Popularizing and raising awareness of the 2026 UPR recommendation to MDA's and CSOs.	% of MDAs and CSOs with increased knowledge on the UPR recommendations Improved structured monitoring of the recommendations	x					
			Training of Staff in monitoring and reporting skills for Treaty Bodies and UN Mechanisms. Development of questionnaires for MDAs to monitor specific thematic fields.	% of staff and CSOs with increased knowledge in monitoring and reporting skills	x					
				Level of implementation of recommendations tracked	x					
			Engagement with specialised MDAs to administer questionnaires for the purpose of gathering information on levels of implementation of UPR recommendations Consultations with CSOs at the regional level to administer questionnaires for the purpose of gathering information on levels of implementation of UPR recommendations	HRCSL produced its alternative report Human rights compliance enhanced.	x					
				HRCSL produced its alternative report Human rights compliance enhanced.						
			Information gathering for the compilation of the Commission's Statement of Compliance (SoC) for GANHRI	Statement of compliance for GANHRI produced	x	x				
			Regularly monitor the status of implementation of Treaty Bodies and UPR recommendations via desk researches and sight visits.	No. of monitoring visits conducted Monitoring reports with findings highlighted in respect of specific recommendations	x	x				

				Improved HR compliance						
			Updating the UPR, TRC & SDG matrices	UPR, TRC & SDG matrices regularly updated						
			Establish a calendar of Treaty Bodies and Regional Mechanisms reporting circles/dates	Database developed and reporting circles tracked	x	x				
			Engage GoSL and provide technical support to enhance its reporting obligations to Treaty Bodies and other international mechanisms.	GoSL comply with its reporting obligations	x	x	x	x	x	
			Engage public officials on the implementation of outstanding TRC recommendations	Enhance full implementation of the TRC recomendations	x					
			Participate in Consultations on Treaty Bodies and UPR organised by other MDAs	No. of consultations attended with report produced	x	x				
			Validation of Commission's UPR Report	UPR report validated and finalised	x	x	x	x	x	
		4.2: Capacity of CSOs to monitor and provide relevant information to the Commission when required in respect of Treaty Body and UPR recommendations .	Mapping of CSOs for Commission's priority areas of report	Database of relevant CSOs created.	x					
			Training of CSOs in monitoring and reporting skills for Treaty Bodies and UN Mechanisms.	% of CSOs with improved knowledge of in monitoring and reporting skills	x	x				
			Development of questionnaires for CSOs to monitor specific thematic fields.	CSOs are able to effective track implementation of UPR and TB recommendations	x					
			Consultations with CSOs at the regional level to administer questionnaires for the purpose of gathering information on levels of implementation of UPR recommendations	Data available on the implementation of the UPR recommenadtions	x					
		Output 6.3: Capacity of CSOs to monitor and	Mapping of CSOs engaged in monitoring of detention centres	No. of relevant civil society partners identified to be trained.	x					

		report on torture with a view to preventing its occurrence.	Training of CSOs in torture prevention monitoring and reporting	No. of CSOs partners trained No. of trainings held		x				
			Compilation of training report.	Training report compiled and produced		x				
		Output 6:4 Capacity of MDAs to identify and report torture with a view to preventing its occurrence.	Training of MDAs in identifying torture and reporting on same	Torture identified and reported		x				
			Engage relevant authorities on the impact of torture in the human rights context	% of victims with access to justice as a result of torture		x				
7	Implementation of the National Action Plan (NAP) on Business and Human Rights enhanced for effective Protection and Promotion of Human	7.1: Monitoring Guidelines on Business and Human Rights Reviewed	Hiring of a consultant facilitator to lead the review process	Consultant facilitator hired	x					
			Conduct desktop review of the new/recent legal frameworks appropriate for referencing in the reviewed tool	Desktop review carried out and new legal framework incorporated in the reviewed tool	x					
			Undertake regional engagement in the five regions (5) to capture views of stakeholders	No. of engagement in the 5 regions held and views of stakeholders captured and included in the report.	x					
			Validation of reviewed monitoring tool	Validation conducted and report produced.	x					
			Production and launch of the reviewed monitoring tool	Monitoring tool produced and launched	x					
			Dissemination of the reviewed monitoring tool in the five regions	Reviewed monitoring tool disseminated in the five regions						

	Rights in the Business Sector:			Increased awareness of the content of the tool						
		7.2: Undertake monitoring and assess business entities to improve operations in accordance to business and human rights standards	Procurement of monitoring protective gears for staff and other monitors	Staff are able to effectively carryout monitoring visit to hard to reach sites	x					
			Undertake field monitoring and research in selected mining, agribusiness, manufacturing and other companies in the five (5) regions	% of companies monitored to increase compliance and improve in the protection of rights in the respective companies	x	x	x	x	x	
			Round table dialogue with stakeholders to address gaps identified during the monitoring process	Reduced violation of human rights by companies	x	x	x	x	x	
		7..3: Strategic Engagements with Business Entities, Local Communities, Government MDAs, CSOs and other Stakeholders Undertaken	Organize annual conference on business and human rights	% of stakeholders with increased knowledge on BHR and its impact Structured approaches identified to tackle challenges.	x	x	x	x	x	
			Undertake regional and/or district level seminars and training workshop with stakeholders on business and human rights	% of stakeholders with increased knowledge on BHR and its impact Structured approaches identified to tackle challenges.	x	x	x			
			Undertake public awareness engagements with local communities in hot spots areas on the rights of local community members in each of the five regions	% of stakeholders with increased knowledge on BHR and its impact Structured approaches identified to tackle challenges.	x	x	x	x	x	

			Popularise and disseminate the BHR National Policy and NAP in the five (5) regions	BHR Policy and NAP disseminated in the five regions Improved compliance on the UNGP and eventually realization of rights.	x	x				
8	The Human rights of migrants, returnees and victims of human trafficking strengthened	Output 8.1: Protection and monitoring of migrants and victims of human trafficking strengthened.	Capacity Building for Commissioners, staff and other frontline officers on SOPs for victim identification, the NRM, and rights-based monitoring.	% of Commissioners and Staff with improved knowledge on SOPs for victim identification, the NRM, and rights-based monitoring.		x				
			Monitoring the implementation of key migration and human trafficking related policies	Improved performance on the implementation of the polices		x				
			Direct Protection and Assistance for victims of trafficking/migrant smuggling	No. of trafficking prosecutions resulting in convictions, with reference to cases where HRCSL monitoring or victim support contributed to the outcome.			x			
			Advocate for Victim-Centered Justice	% of migrants' workers whose rights are addressed as a result of the advocacy	x	x	x	x	x	
		8.2: The Protection and promotion of the rights of migrants, returnees and victims of human	Public Awareness and Community Engagement	% of people with increased awareness on human trafficking, irregular migration and labour migration.	x	x	x	x	x	
			Labour Migration Governance Strengthening	No. of private recruitment agency staff trained on fair and ethical recruitment standards.	x	x	x	x	x	

		trafficking enhanced		No. of labour inspectors trained on identifying forced labour and child labour indicators. % of migrant's workers or human trafficking victims whose rights are promoted and protected						
			Prevention of irregular migration and trafficking through Data and Research	No. of research studies conducted Report produced Reduced irregular migration and trafficking	x	x	x			
			Policy Advocacy and Coordination **to address cases of** irregular migration and trafficking	% of victims whose rights are addressed as a result of the structured advocacy and coordination meetings	x	x	x	x	x	
			Advocate for legislative and policy reforms	No. of policy briefs or advocacy submissions made to address legislative gaps	x	x	x	x	x	
		8.3: Access to justice, services and accountability mechanisms, inter-agency and border crossing coordination strengthened.	Access to Justice and Legal Aid for migrants and victims of trafficking	% of migrants and victims of trafficking who have access to remedies	x	x	x	x	x	
			Comprehensive Victim Services and Support	% of victim services provided in the past 12 months.	x	x	x	x	x	
			Ensure Accountability Mechanisms and Oversight of trafficking cases	% of identified trafficking cases resulting in investigation and prosecution.	x	x	x	x	x	
			Inter-Agency and Border Crossing Coordination	% of trafficking victims identified through border coordination mechanisms.	x	x	x	x	x	

				% of cross-border trafficking cases where bilateral coordination facilitated victim identification or return						
			Conduct joint border monitoring operations with partners working on migration and human trafficking	No. of border crossing points monitored % of cases identified and addressed	x	x	x	x	x	
		8.4: Policy advocacy, legal reform, and the implementation of key migration policies and legislations in Sierra Leone strengthened	Policy Advocacy and Engagement with Government	Increased access to justice for migrants and human trafficking victims	x	x	x	x	x	
			Monitoring and Review of Policy Implementation	Improved compliance to laws and polices	x	x	x	x	x	
			Legal Reform Advocacy	No. of laws, regulations and polices drafted and adopted	x	x	x	x	x	
			Capacity Building for Policy and Legal Actors	% of policy and legal actors with improved knowledge in laws and policies.		x				
			Public Education and Awareness **on laws and polices**	% of people with increased knowledge on laws and polices						
9	The operations of the regions in the protection and	9.1: Offices Established and Functional in Each District within the Regions	Conduct district-level feasibility assessments	Report produced	x					
			· Develop phased district expansion plan (Year 1–5)	5 -year Expansion plan developed	x					
			· Secure office space through:	Agreement and MOU developed		x				

	promotion of human rights strengthened		o District Council partnerships	Rent paid and tenancy Agreement signed		x				
			o Chiefdom authorities			x				
			o Government building allocations			x				
			o rent			x				
			Develop minimum operational standards for district offices	Regionalization policy reviewed and finalized		x				
				MOPs developed		x				
			Operationalize the office	Office established and staffed. Furniture bought and installed		x				
			o Recruit/deploy existing staff			x	x			
			o Furnish the office							
		9.2: Strengthened Decentralized Protection and Early Response to Human Rights Violations	**1. Institutional Strengthening**	No. of functional vs. non-functional DHRCs identified		x	x			
				No. of inactive DHRCs reconstituted		x	x			
			Conduct mapping and verification of all existing DHRCs	Standard TOR document developed and approved by the Commission		x				
			Reconstitute inactive committees	Operational guidelines developed and approved		x				
			Develop standard Terms of Reference (TORs)	ToRs developed		x				
			Establish gender-balanced committee composition	Gender-balanced committees established and functional		x				
			Develop DHRC operational guidelines aligned to Commission mandate	Operational guidelines for DHRCs prepared		x	x			
			2. Capacity Building	% increase in functional DHRCs after training		x				

				increase in community-level human rights monitoring activities		x	x	x	x	
			Annual training on:	Improvement in response time to human rights complaints						
			Complaint identification and referral			x	x	x	x	
			Basic human rights standards			x	x	x	x	
			Mediation skills			x	x	x	x	
			Documentation and reporting			x	x	x	x	
			Develop simplified DHRC training manuals			x				
			Conduct refresher sessions every 6 months			x	x	x	x	
			Provide orientation on confidentiality and ethics			x				
			3. Reporting & Supervision Framework	Improved response time to human rights violations		x x				
				Increase in early warning alerts submitted through reporting system		x				
			Introduce monthly DHRC reporting templates	Increase in case resolution rate		x	x	x	x	
			Establish structured reporting line to Regional Offices	Improved data accuracy and availability for decision-making		x				
			Quarterly coordination meetings between DHRCs and Regional Offices	Strengthened institutional visibility and credibility		x	x	x	x	
			Re-activate “Kobo collect” tool for receiving complaints			x				
			Develop DHRC performance monitoring checklist			x				

			4. Logistics & Operational Support	% of offices with functional electricity, internet, and communication systems		x	x	x	x		
				Improved response time to complaints		x	x	x	x		
			Provide:	Increased supervision and monitoring coverage		x	x	x	x		
			Registers	Reduced operational disruptions		x	x	x	x		
			Complaint forms			x	x	x	x		
			Basic stationery			x	x	x	x		
			Identification cards			x	x	x	x		
			Support transportation for quarterly meetings			x	x	x	x		
			Establish DHRC focal person at Regional Office	DHRCs focal person functional at regional levels		x	x	x	x		
		9.3: Strengthened Engagement with Local Justice Actors	Quarterly coordination meetings with:	Reduced prolonged detention cases reported regionally		x	x	x	x		
			Magistrate court								
			Police divisions								
			Local Courts								
			Correctional facilities								
			Joint monitoring visits	No of reports produced	x	x	x	x	x		
			Referral pathway documentation	No. of referred cases acted upon	x	x	x	x	x		

10	Integrated Human Rights-Based Approach (HRBA) to the three (3) Planetary Crisis: Climate Change, Pollution and Biodiversity Loss enhanced	Output 10. 1: The operation of the Directorate of Climate Change and Information Services (DCCIS) and the capacity of Commissioners and staff on climate-related matters strengthened.	Capacity training for commissioners & staff on human rights, environmental protection and climate change	% of Commissioners and Staff with increased knowledge on climate change and marine conservation	x					
			Recruit/assign technical staff to strengthen DCCIS in carrying out its activities effectively.	No. of technical staff recruited/assigned to DCCIS Improved effectiveness of the directorate		x				
			Develop HRBA climate-induced disaster recovery assessment framework tool for the use of HRCSL and Partners (MDAs)	Availability of the framework tool Reduced human rights issues, increase transparency and equal access to disaster response for victims of CC	x					
			Procure computers and other office equipment for the directorate	No. of computers & office equipment procured	x	x	x	x	x	
		Output 10. 2: The knowledge capacity of public officials of line MDAs, local councils, DHRCs and Small-scale Fishers (SSF) Unions on HRBA to climate actions enhanced.	Design and conduct trainings for public officials, local councils, and forest guards on the application of HRBA to climate change actions & Marine conservation	% of public officials with increased knowledge on HRBA to climate change actions & Marine conservation Reduced violation committed by public officials	x	x				
			Conduct roundtable engagement with top managements of line-MDAs on human rights & environmental concerns, and on HRBA mainstreaming into policy formulation and implementation	% of top management of line MDAs with increased knowledge on human rights & environmental concerns, and on HRBA mainstreaming into policy formulation and implementation % of affected population of CC whose rights issues are addressed	x					

		Output 10.3: Public education, Awareness raising and mobile complaints hearings programmes on human rights and climate change, marine conservation and fisheries governance undertaken	Conduct public education and awareness raising in vulnerable and hard-to-reach communities on human rights, climate change and the environment through town hall meetings and community media engagements	% of communities with increased knowledge on human rights, climate change and the environment Reduced human rights violations as a result of CC.	x	x	x	x	x	
			Hold Mobile complaints hearing on climate change and environmental issues	% of complainants whose complaints were addressed.		x				
			Establish and strengthen Climate Change & Environments Human Rights Networks at Chiefdom/Ward Level	No. of Network Committees established and empowered.	x	x	x	x	x	
			Support training/awareness raising of DHRCs, Ward/Chiefdom environmental Committees and SSF Unions on human rights, climate change, marine conservation and the environmental protection	% of affected community people of CC whose rights issues are addressed						
		Output 10.4: Monitoring and Research activities on the human rights implications of climate change and impact of climate change measures on rights holders enhanced.	Plan and undertake regular monitoring visits to assess the status of land degraded sites, waste dumping sites, wetlands mangroves reserves, fish land sites & the impacts on livelihood.	No. of monitoring undertaken Report produced and stakeholders engage on findings for effective remedy	x	x	x	x	x	
			Conduct research on the impacts of climate change in selected disaster-prone communities, Islands; and the livelihood of SSF and coastal communities	Research conducted Stakeholders engage on findings for a coordinated approach to the impact of CC	x					

			Support HRCSL contribution to the CC draft Bill, and also shaping disaster response strategies	Legal reviews conducted Review of disaster response strategies conducted						

B. Indicative Budget for the Implementation of the Strategy

This section provides an indicative budget and potential donors for each of the outcome areas. The budget provides the bearest minimum financial requirement for the outcome areas to be effectively rolled out in each year. The Commission will engage with the GoSL and development partners to ensure that the needed funds are mobilised and used to ensure the efficient and effective functioning of the Commission.

No.	Outcome Area	2026	2027	2028	2029	2030	Potential Development Partners
1.	Outcome 1: Independence and Autonomy of the Commission strengthened	$100.000	$90.000	$90.000	$80.000	$80,000	GoSL, UNDP, Irish Embassy
2.	Outcome 2: Improved Corporate Governance, Operations and Visibility of the Commission	$300.000	$500.000	$600.000	$600.000	$500,000	UNDP, Irish Embassy, EU, Dignity Association (Denmark), World Vision and GoSL
3	Outcome 3: Complaints handling in the Promotion and Protection of Human Rights Strengthened	$100,000$	$120,000	$120,000	$120,000	$100,000	GoSL, UNDP,Irsih Aid, Global Fund
4	Outcome 4: Monitoring and the Research Component of the Commission Strengthened	$120,000	$100,000	$100,000	$100,00	$100,000	GoSL, UNDP, Irish Aid
5.	Outcome 5: Strengthened Protection, Monitoring and Accountability for Gender Equality and the Rights of Children and Persons with Disabilities	$ 120,000	$140.000	$130.000	$120.000	$ 130,000	UNFPA, UNDP, Irish Embassy, UNICEF Save the Children, Plan International, UNDP, UNDP ILO, World Bank

6.	Outcome 6: Strengthened Capacity of the Commission to Monitor and Report on Human Rights to International Treaty Bodies and UN Human Rights Mechanisms	$ 140.000	$165.000	$170.000	$160.000	$ 160,000	GoSL, UNDP,Irish Embassy
7.	Outcome 7: The Protection and Promotion of Human Rights in the Business Sector Strengthened:	$ 120.000	$100.000	$120.000	$120.000	$100,000	GoSL, UNDP,Irish Embassy
8.	Outcome 8: The Protection and promotion of the rights of migrants, returnees and victims of human trafficking enhanced	$ 110.000	$110.000	$100.000	$100.000	$100.000	GoSL, UNDP,Irish Embassy
9.	Outcome 9: The operations of the regions in the protection and promotion of human rights strengthened	$180.000	$140.000	$140.000	$130.000	$130.000	GoSL, UNDP,Irish Embassy
10.	Outcome 10: Integrated Human Rights-Based Approach (HRBA) to the three (3) Planetary Crisis of Climate Change, Pollution and Biodiversity Loss enhanced	$120.000	$130.000	$120.000	$100.000	$100.000	Danish Institute for Human Rights, GoSL, Green Climate Fund (GCF), Loss & Damage Fund, UNDP & UN agencies, OHCHR, IOM, World Vision, Save the Children Sierra Leone.
	Total	**1,410,000**	**1,595,000**	**1,690,000**	**1,630,000**	**1,500,000**	**USD 7, 825,000**

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