

STRATEGIC PLAN

CENTRE FOR HUMAN RIGHTS AND REHABILITATION



2016-2020

Draft CHRR Strategic Plan 2016-2020

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Abbreviations and Acronyms

Abbreviation/acronym	Full name
ADC	Area Development Committee
AIDS	Acquired Immune Deficiency Syndrome
CBE	Community Based Educator
CHRR	Centre for Human Rights and Rehabilitation
CC	Community Coordinator
CSO	Civil Society Organization
DC	District Coordinator
EITI	Extractive Industries Transparency Initiatives
GBV	Gender Based Violence
HIV	Human Immune Virus
HRDs	Human Rights Defenders
IEC	Information, Education, Communication
LGE	Local Government Elections
M & E	Monitoring and Evaluation
MP	Member of Parliament
MSM	Men who have sex with men
SWOT	Strengths, Weaknesses, Opportunities and Threats
TA	Traditional Authority
VDC	Village Development Committee



“As long as poverty, injustice and gross inequality persist in our world, none of us can truly rest...” Nelson Mandela

1.0 INTRODUCTION

1.1 Background

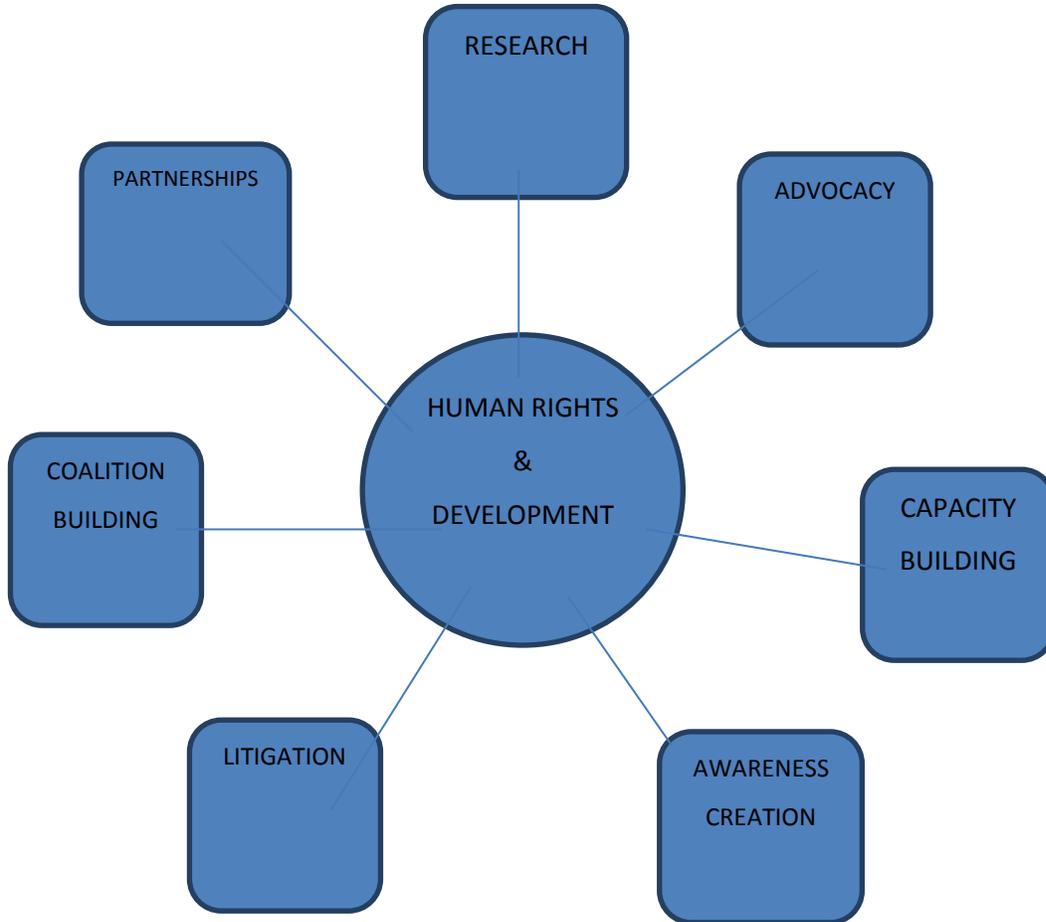
1.1.1 Who we are

The Centre for Human Rights and Rehabilitation (CHRR) is one of Malawi's leading human rights non-governmental organizations. It was founded in February 1995 as a non – partisan and non-profit making organization registered under the Trustees Incorporation Act of 1962 and is also registered with the Malawi NGO Board. CHRR is an affiliated member of the Council for Non-Governmental Organisations in Malawi (CONGOMA) and a member of the Malawi Human Rights Consultative Committee, Malawi Non-Governmental Organisations Gender Coordinating Committee, Malawi Natural Resources Justices Network, Malawi Electoral Support Network and other working committees on human rights and development. CHRR has an observer status with the African Commission for Human and People's Rights and submits shadow reports at UN level.

1.1.2 Our History

Centre for Human Rights and Rehabilitation was founded in 1995 by a group of exiled students who returned home in 1994 upon the promise of democracy. Since its inception CHRR has implemented a number of programmes some of which are: Promoting good governance and human rights in Malawi; Addressing Stigma And Discrimination Against Women Living With HIV and AIDS; Fighting Against Gender Based Violence in Malawi; Promotion of Community Response To HIV And AIDS From A Rights Perspective; Fighting Gender Based Violence Against Girls; Enhancement of Citizens Capacity to Demand the Right to Development; Promotion of environmental rights with regard to mining activities in Malawi; Building Capacities for Communities and Local Government structures on Decentralization and social service delivery; among others.

1.1.3 How we Work



Advocacy

Our advocacy efforts mainly target to influence policies and decisions at different levels including community, district, national, regional and international levels. We implement advocacy through a combination of strategies including lobbying, activism, awareness creation and capacity building.

Capacity building

Our capacity building interventions target Citizen Groups, government institutions as the providers of services, non-state actors as intermediaries and advocacy partners and the community as the consumers of services. Moving forward we will ensure our capacity building is driven more by demand than supply.

Awareness Creation

We recognize the knowledge and information gap in society in a wide range of governance, development and human rights issues. Moving forward we plan to strengthen our efforts in bridging this gap by developing a more robust knowledge management plan and that integrates modern and innovative technologies that are more accessible by the public

Partnerships

We recognize the importance of developing and sustaining strategic partnerships with a variety of stakeholders ranging from small community support groups, individual human rights defenders, other non-state actors, the private businesses, government institutions and intergovernmental institutions.

Research

We support and facilitate research to generate information and knowledge that is used internally to inform advocacy and capacity building. The information is also made available to other stakeholders for use in a variety of ways. The research is conducted by a number of actors including our staff members, citizenry and consultants that we engage based on need. During this Strategic Plan we plan to enhance our research capacity further by developing CHRR Consulting and the establishing stronger partnership with other research and academic institutions.

Coalition building

Establishment and development of advocacy coalitions is an effective tool not only for amplifying our voices by drawing on the support of like-minded organizations, but also for mitigating the risk associated with advocacy on contentious issues. We will continue strengthening coalitions that we find beneficial to the causes we care about while at the same time scaling down our participation in coalitions that add no value to our work.

Litigation

We undertake litigation to strengthen achievement of advocacy results. The special constitutional status of the courts and other tribunals, both at national and international level, provide opportunities for the rights of individuals, and can clarifying difficult social and political issues. The decisions of the courts bind the executive and legislative branches of government, hence

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improving chances of compliance. Litigation catalyzes the incorporation of international standards within national legal systems. Further, litigation can also act as a basis for mobilization of actors around issues of common interest.

1.1.4 Where We Work

We focus our efforts in serving people around the Malawi nation whose problems our interventions are capable of addressing, with a special focus on the people in the rural communities of Malawi. For the purpose of exchanging knowledge, information and best practices, we will identify and develop opportunities for engaging with stakeholders at the national, regional and international levels. CHRR will maintain physical presence in 12 districts of Karonga, Chitipa, Lilongwe, Mchinji, Dowa, Salima, Dedza, Mangochi, Machinga, Zomba, Balntyre, and Chikhwawa. However, advocacy interventions will be pursued at national, regional and international level

1.2 Lessons Learnt from the Previous Strategic Period

- ❖ Partnerships play a very critical role in our work. Partnership with local and community based organizations enabled us to work in communities where CHRR does not typically reach or have physical presence, thus minimizing our operational costs. However, not all partnerships are valuable. We therefore need to conduct a stakeholders' mapping, choose our partners carefully and identify potential partnerships right at project conceptualization. This will help us effectively measure progress and report achievements.
- ❖ Our work at grassroots level has ensured that human rights are upheld. However, we need to further strengthen and sustain our presence at grassroots levels.
- ❖ CHRR has a rich history which is not effectively documented. There are a lot of lessons that can be learnt through generations by documenting of our history, achievements, challenges and lessons. This is something we plan to do in the new strategic planning period.
- ❖ There is great demand for our services, particularly our support to vulnerable populations. We can register great impact by effectively mobilizing these groups, and we plan to do so under the new strategic planning period.
- ❖ Our paralegal services department mainly relies on external lawyers for litigation. While this has worked, it has been very expensive. There is therefore need to build our internal capacity to litigate by employing a certified lawyer to head the paralegal services department. This is what we plan to do in the new strategic planning period.

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- ❖ The reduction in funding opportunities and changing priorities of our traditional donors challenges us to think and integrate more innovative ways of generating direct income and expanding our funding base
- ❖ Building relationships is very important in fundraising. A number of our funding partners can be attributed to specific persons whom CHRR has a relationship with

Centre for Human Rights and Rehabilitation will build on the lessons learnt in order to spur the institution to greater heights under the new strategic planning period. Partnerships that were effective will be maintained while those that were less valuable will be re-evaluated.

1.3 Justification for the 2016-2020 Strategic Plan

The development of this strategic plan has largely been motivated by three factors. The first factor is that since its inception, CHRR has believed that an organization can only manage to achieve its milestones if it has a strategic document in which such milestones are clearly spelt out. It is upon this conviction that CHRR, having reached the expiry date of its last strategic plan, was moved to develop another strategic plan to guide its operations between 2016 and 2020. Therefore the expiry of the previous strategic plan is the second factor that inspired CHRR to develop this strategic plan. The third and last motivation factor is the need for keeping institutional activities abreast with the changing environment. Malawi has experienced significant changes in the political, social and cultural contexts. In order to ensure that its activities respond to the challenges of this period, it became imperative that CHRR should develop a new strategic plan.

The development of this strategic plan benefitted from the input of some of CHRR's partners, representatives of other civil society organizations, CHRR staff members and CHRR's volunteers from the district and community levels.

2.0 PROGRAMME CONTEXT

2.1.1 INTERNAL ENVIRONMENT

As part of the planning process, an analysis of the internal environment in which CHRR operates was done and a summary of the Strengths, Weaknesses, Opportunities and Threats is presented below.



1. Good track record in human rights protection
2. Pool of competent, committed & qualified staff and volunteers
3. Observer status at the African Commission
4. Established structures at district level
5. Functional & Committed Board of Trustees
6. Membership to prominent National & International Networks

S



1. Donor Dependency
2. Lack of Resource Mobilization Strategy & Weak M & E
3. Staff Turn Over
4. Short Term Project Funding

W

T

1. Shrinking Civil Society space
2. Lack of consistent & Sustainable funding
3. Lack of constitutionalism & rule of law culture
4. Security risk for human rights defenders

O

1. Decentralization of governance structures
2. National Human Rights Action Plan
3. Public demand for social accountability
4. Passing of Gender, SRHR & Land Laws
5. Adoption of EITI, Publish what You Pay
6. Malawi's membership to OGP



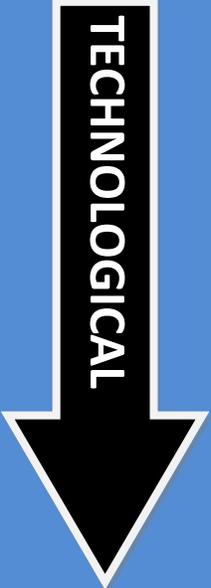
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2.1.2 EXTERNAL ENVIRONMENT

This involved a critical analysis of the Political, Economic, Social, and Technological (PESTL) issues that impact on the work of CHRR. The summary is provided in the table below:

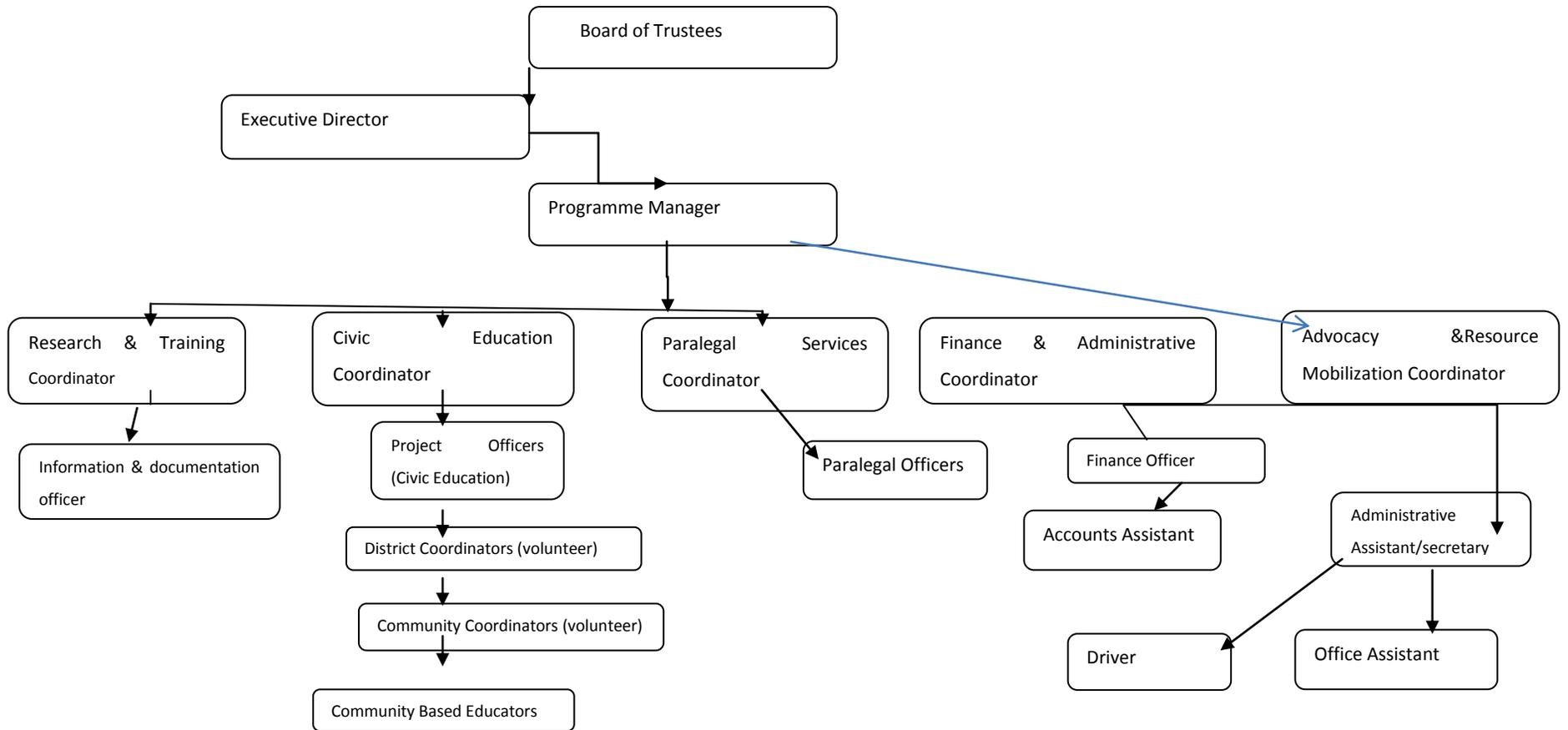
POLITICAL	Elections 2019	Opportunity for engagement with political parties, Malawi Electoral Commission and other key actors
	National insecurity	Politicization of the breakdown of national security and the vilification of opposition groups, including CSOs
	Decentralization	Opportunity for engagement with local governance structures, including ADCs, VDCs and local councilors
	Current government policies	Closing of civic space for NGOs
	Regional Integration	Opportunity for collaboration with other CSOs at regional level
ECONOMIC	Emergence of extractive industry	Opportunity to advocate for Open Government principles & accountable revenue utilization
	Economic slow down	Politicization of the economic turndown and the vilification of opposition groups, including CSOs
	Widespread corruption	Increased corruption at national and district levels Reduced role of CSOs in development work
SOCIAL	Increased cases of abduction, killing and exhumation of bodies of persons with albinism	Opportunity to engage with policymakers, traditional leaders, traditional healers, security agents, and other key players
	Harmful cultural practices	Opportunity to challenge harmful cultural practices

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	Increased cases of sexual and gender based violence	Opportunity to challenge culture of patriarchy and gender inequality
	Advances in ICT	<ul style="list-style-type: none"> ❖ Opportunity to engage with innovators ❖ Need to upgrade IEC equipment
	Cyber security	<ul style="list-style-type: none"> ❖ Increased surveillance of CSOs by government ❖ Privacy breaches & risks to HRDs ❖ Capacity building for staff on cyber security
	Presence of the public and leaders online	<ul style="list-style-type: none"> ❖ Opportunity for engagement with public leaders ❖ Opportunity to reach out to more people
Impact of social media	<ul style="list-style-type: none"> ❖ Increased propaganda & hate speech through use of social media ❖ Collaboration with the media ❖ Increased visibility on social media 	

2.1.3 Organizational Structure

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3.0 STRATEGIC DIRECTION

The Strategic direction of CHRR comprises the vision, mission, values, strategic issues and corresponding objectives.

3.1 Vision, Mission, Values

Vision

CHRR's vision is of a Malawi with a vibrant culture, which embraces the values of democracy, human rights and the rule of law

Mission

The mission statement of CHRR is to contribute towards the protection, promotion and consolidation of good governance and democracy by empowering rural and urban communities in Malawi to become aware of and exercise their rights through capacity building, research, advocacy and networking in order to realize human development.

Values

Impartiality

CHRR is non-partisan in its research and advocacy, non-partisan in the promotion and protection of human rights, the rule of law and democracy in Malawi and has an impartial approach in reform process.

Integrity

CHRR strives to always uphold quality of being honest, trustworthy, adherence to moral and ethical principles, and being of strong moral uprightness. It means doing the right thing even when no one is watching. CHRR strives to be an organization that is able to be trusted as being honest, safe and reliable. CHRR will always ensure that integrity underlies all of its operations.

Respect for human rights

Individual human Rights shall be fundamental in all work of CHRR

Transparency

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Save for circumstances where confidence is required, CHRR will ensure that it operates in an honest way of doing things that allows other stakeholders to know exactly what CHRR is doing.

Accountability

CHRR will always position itself to a situation in which people know who is responsible for something and can ask them to explain its state or quality. CHRR is committed to regular compliance and openness to audit.

Equality & Equity

CHRR ensures that individuals or groups of individuals are treated fairly and equally and no less favorably, specific to their needs. CHRR does not discriminate against its clients and employs on the grounds of age, gender, nationality, tribe, place of origin, political opinion, race, colour, disability, occupation or any other status. CHRR when focusing on specific marginalized groups will not contravene this principle.

Professionalism & Team Work

CHRR strives to uphold the highest professional standards in service delivery. CHRR will maintain a high level of coordination and communication within the institution

Consistency

CHRR strives to remain focused, persistent and committed in the promotion of and legal protection of human rights, rule of law and democracy.

3.2 Strategic Programme Areas and Objectives

Informed by the analysis of our achievement, challenges and lessons of the past strategic plans, the changes and trends in the operating environment, and our internal capacities, we prioritize the following strategic themes in the period 2016-2020:

1. Institutional Capacity Development Programme Area
2. Gender and Sexual & Reproductive Health Rights programme Area
3. Social Accountability & Governance Programme Area
4. Human Rights & Advocacy Programme Area
5. Land and Natural Resources Governance Programme Area

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6. Research, Partnership Building & Disability mainstreaming Programme Area

In the following section we give a summary description of each of these strategic themes by outlining our objectives, describing the issues we have prioritized and the strategies we plan to use to address the issues.

3.2.1 Institutional Capacity Development Programme Area

Strategic Issues

In order to effectively implement its programmes, CHRR will focus on improving its internal capacity. CHRR will particularly focus on addressing the following **strategic issues**:

- ❖ Need for effective Staff & Board development
- ❖ Need to upgrade financial & administration systems, policies & procedures
- ❖ Need to mobilize resources for institutional sustainability
- ❖ Need to enhance communication, documentation & security

Strategic objectives

- ❖ To have an effective & functional CHRR's staff & board development plan by 2017
- ❖ To ensure that CHRR has upgraded financial, administration systems, policies & procedures by 2018
- ❖ To improve CHRR's financial sustainability by 2020
- ❖ To diversify sources of funding by 2020
- ❖ To ensure that CHRR has improved & systematic communication & documentation capacity by 2019
- ❖ To review & update CHRR security policy by 2017

3.2.2 Gender and Sexual and Reproductive Health Rights

Strategic Issues

In recent years, issues of sexual and reproductive health rights (SRHR) have come to the fore. SRHR outcomes among most Malawians continue to remain poor. For young people, the situation is worse because of restrictions at community, societal, institutional and political levels. This hinders their access to comprehensive SRHR education and services that match their needs, and ability to make their own informed SRHR decisions. Following is a summary of key **strategic issues** we would like to address under this programme area:

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- ❖ Limited access to SRHR information and education by young people, especially girls, LGBTI persons and other marginalised youth, leading to high HIV acquisition rates
- ❖ Low uptake of SRHR services among young people, especially girls, young women and LGBTI persons, resulting in high rates of unwanted pregnancies, unsafe abortions, STIs and premature deaths
- ❖ Lack of empowerment and decision-making power among young people over their sexuality, resulting in early or forced marriages
- ❖ Lack of enabling social, cultural and legal environment for gender-sensitive, youth-friendly SRHR services
- ❖ Poor livelihood & economic security of rural women & girls
- ❖ Increased incidences of gender based violence, especially violence against women & girls & Limited access to justice by women & girls

Strategic Objectives

- ❖ To improve utilization of comprehensive SRHR information and education by young people, especially girls, women and LGBTI persons by 30% in targeted districts by 2020
- ❖ To increase utilization of youth-friendly SRHR services by young people, especially girls, women and LGBTI persons by 30% in targeted districts by 2020
- ❖ To improve capacity of young people to make informed choices around SRHR in targeted districts by 2020
- ❖ To advocate for a favorable social & cultural environment for gender-sensitive, youth-friendly SRHR in Malawi by 2020
- ❖ To Improve the livelihoods and economic status of rural women and girls in targeted districts by 2019
- ❖ To increase the knowledge base of human rights & GBV among women, men, girls & boys, opinion leaders & public officials by 50% in targeted districts by 2019
- ❖ To enhance the legal literacy of Traditional Justice Forums on Human Rights & Gender Based Violence in targeted districts by 2019

3.2.3 Social Accountability & Governance Programme Area

The strategic issues

Although Malawi embraced a democratic system of government in 1993, the country's democracy is still faced with a number of threats. Malawi remains a democracy where the

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enjoyment of human rights and good governance is challenged by lack of full transparency and accountability which are further reinforced by Malawi's political culture characterized by patronage, clintelism, opportunism, corruption and centralizing tendency of the executive. Following is a summary of key **strategic issues** we would like to address under this programme area:

- ❖ Inefficient and ineffective public service delivery and inactive citizenry participation in health & education development projects
- ❖ Lack of or limited engagement between communities with social service providers & limited knowledge of roles & dysfunctional local government structures
- ❖ Need for electoral reforms to enhance democratic values & adequate women representation
- ❖ Need to enhance citizen participation in elections & CHRR's capacity in monitoring 2019 tripartite elections

Strategic Objective

- ❖ To enhance the capacity of CSOs & local structures to monitor & track public expenditure in the health & education sector by 2020
- ❖ To promote citizen access to information and participation in decision making processes in health & education by 2020.
- ❖ To strengthen the capacity of health and education departments to process information requests filed by CSOs & Citizen Groups on development projects by 2020
- ❖ To facilitate meaningful engagement between local government authorities and the citizenry to address community development needs and priorities based on PET application in targeted districts by 2020
- ❖ To develop the capacity of members of local government structures at all levels on their roles and responsibilities in the targeted districts by 2020
- ❖ To advocate for the abolition of a First-Past-The-Post simple majority electoral system and adoption of the 50%+1 two round system for the presidential vote by 2019
- ❖ To advocate for a regulatory framework on political party financing to foster accountability, transparency, anti-corruption & level the playing field in Malawi by 2019
- ❖ To increase participation of women in politics by 50% through supporting the 50-50 campaign by 2019
- ❖ To civic educate Malawians on their right to vote in all CHRR target districts by 2019

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- ❖ To build the capacity of CHRR's volunteer observers in observing, assessing and reporting on the effectiveness and impartiality of the election administration during the pre-election period & voting days

3.2.4 Human Rights & International Criminal Justice Programme Area

While there is a successful movement in Malawi, which has led to a normative regime for the protection of human rights, including the adoption of a new constitution that incorporates socio-economic rights in addition to the more traditional political and civil rights, what is lacking is the practical application and respect for rights and the enforcement of remedies when transgressions occur.

The key challenges in the country include: prevalence of human rights violations; weak institutional capacities; insufficient policies and legal framework to protect rights; lack of information and low levels of awareness about human rights remedies, particularly ECOSOC rights; limited media capacity to engage with human rights issues; inequalities, discrimination and violence based on gender, income, ethnicity, sexual orientation and gender identity; and limited protection of human rights defenders. In the next four years, CHRR will particularly aim to address the following **strategic issues**;

- ❖ Increased human rights violations & deterioration of human rights culture
- ❖ Lack of systematic reporting, monitoring & documentation of Human Rights violations
- ❖ Inadequate rehabilitation and paralegal advisory services to victims of human rights violations
- ❖ Need for Malawi to fulfill its obligations on domesticating the Rome Statute and ratifying the Kampala amendments on the crime of aggression.
- ❖ Need to enhance CSOs capacity to contribute to human rights reporting to the UN & African Commission on human & people's rights
- ❖ Shrinking civic space

Strategic Objective

- ❖ To empower communities to understand, respect & defend their fundamental human rights responsibly in targeted districts by 2020
- ❖ To build the capacity of 20 National CSOs & 10 CHRR district coordinators in human rights monitoring, documentation & reporting

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- ❖ To orient 20 National CSOs & 10 CHRR coordinators in *Martus* Systematic Documentation Software
- ❖ To enhance CHRR's capacity to monitor human rights situations of incarcerated populations through systematic inspections by 2020
- ❖ To strengthen competency of 50 community victim support units in 5 districts to effectively provide responsive & psycho-social services by 2020
- ❖ To upgrade the infrastructure of 50 community victim support units to provide quality victim support services in 5 districts by 2020
- ❖ To mobilize resources for the functionality CHRR's 4 paralegal clinics by 2020
- ❖ To safeguard the rights to freedom of expression and assembly in Malawi by 2020
- ❖ Strengthen the legitimacy of non-governmental actors in Malawi by 2020

3.2.5 Land and Natural Resources Governance & Climate Justice

Malawi has in recent years witnessed the emergence of a booming extractive industry. While the recent discovery of uranium, gold, niobium and other precious metals can be a source of new wealth for the country, it also carries the threat of resource-based conflicts, human rights violations, and has the potential of furthering economic and political marginalization. This is particularly true where information to the public with respect to implications on this new source of wealth is not readily accessible. Malawi has also witnessed a rise in land disputes and conflicts owing to outdated land governing laws and policies.

Climate justice is also at the heart of sustainable development and links human rights to development. It is apparent that climate change is one of the modern challenges that have hit the world today. As a result, various stakeholders most notably governments have devised and continue to devise more ways and means of responding to this new challenge that has faced the world. However, as noted in the Background Paper on Human Rights and Climate Change by former UN Commissioner for Human Rights, Mary Robinson (available on <http://www.independent.co.uk/opinion/commentators/mary-robinson>), *"in responding to climate change, governments have traditionally approached it as an ecological problem or more recently, as an economic one. To date the social and human rights implications of climate change have received little attention. Yet the human costs of climate change directly threaten fundamental human rights; rights to life, to food, to a place to live and work, rights that governments have an obligation to protect."* Kyung-wha Kang, the UN Deputy High Commissioner for Human Rights has stated that: *"Global warming and extreme weather conditions may have calamitous consequences for the human rights of millions of people...ultimately climate change may affect the very right to life of various individuals...[countries] have an obligation to prevent and address some of the direst consequences that climate change may reap on human rights."*

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Mary Robinson also writes that, *“Equity issues also arise in the climate change context because of its disproportionate impact on already vulnerable people and communities. As articulated by the UK Secretary of State for the Environment, ‘socially, climate change raises profound questions of justice and equity: between generations, between the developing and developed worlds; between rich and poor within each country. The challenge is to find an equitable distribution of responsibilities and rights.’”*

CHRR strongly agrees that climate change is indeed a human rights issue which needs a human rights approach and should be looked at through a human rights lens.

Human rights analyses will be relevant in formulating the detailed research agendas needed to inform overarching climate change policy options, including strategies for mitigation and adaptation. This involves thinking through the long-term human rights impacts of policy choices already on the table. One research priority is to refine the assessment of the human costs of climate change for the most vulnerable communities, in order to mobilise substantial adaptation funding and direct it where it is most needed.

In the next four years, CHRR would like to focus on the following **key strategic issues**:

- ❖ Lack of public awareness on climate justice, land rights & natural resource governance issues
- ❖ Lack of transparency & accountability in climate justice, land & natural resource governance
- ❖ Systematic violations of labour rights in mines, agriculture & extractive industry

Strategic Objective

- ❖ To raise community awareness on climate justice, land rights & natural resources governance in 14 districts by 2020
- ❖ To advocate & demand for transparency and accountability in the collection and management of revenue from the extractive industry sector and natural resources in Malawi by 2020
- ❖ To build the capacity of Citizen Groups to demand responsible agricultural investments & involvement in natural resource governance and climate justice in 14 districts by 2020
- ❖ To build community capacity to combat child labour in factories & mines in Malawi by 2020
- ❖ To provide pro-bono legal representation for victims of human rights violations in mines & extractive industry in Malawi by 2020

3.2. 6: Research, Partnership Building & Disability Mainstreaming

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Research plays a key role in CHRR's work, generating the critical data that feeds into its evidence-based advocacy. Realizing that CHRR cannot achieve its objectives by working in isolation, networking with other institutions forms a very important component of its work. Under this programme area, CHRR will aim to address the following key strategic issues:

- ❖ Un-development Research Capacity in CHRR
- ❖ Need for effective management of networking & collaboration initiatives within CHRR & partners
- ❖ Inadequate skills among CHRR staff on gender & disability mainstreaming

Strategic Objectives

- ❖ To enhance CHRR's capacity to conduct social research on issues of gender, human rights, health & SRHR by 2018
- ❖ To ensure that CHRR has an enhanced collaboration for synergy by 2018
- ❖ To increase the capacity of CHRR in gender and disability mainstreaming by 2017

3.1.0 Strategic Framework

Below is a detailed matrix describing the strategic issues, strategic objectives, implementation strategies and strategic activities;

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Program Area 1: Program Area 1: Institutional Capacity Building Program Area					
Strategic Issue	Strategic Objective	Strategic Outcomes	Strategic Indicators	Strategies	Strategic Activities
1).Need for effective Staff & Board development	To have an effective & functional CHRR's staff & board development plan by 2017	Staff & board development plan developed	Copy of the developed plan	Human Resource Capacity Needs Assessment Develop & implement a systematic staff & board development plan	<ul style="list-style-type: none"> ▪ Develop a staff & board development policy ▪ Develop staff capacity needs based on appraisal ▪ Develop a staff education policy ▪ Introduce bond system for staff retention ▪ Monitor staff adherence to job descriptions ▪ Fundraise for plan implementation ▪ Fundraise for regular board governance meetings ▪ Monitor & evaluate the plan
2). Need to upgrade financial & administration systems, policies & procedures	To ensure that CHRR has upgraded financial, administration systems, policies & procedures by 2018	Upgraded financial, administration systems, policies & procedures in place	Number of financial, administration systems & policies upgraded& in use	Organizational Capacity Assessment	<ul style="list-style-type: none"> ▪ Review all existing financial, administration policies, systems & procedures ▪ Upgrade the systems, polices & procedures ▪ Implement & monitor the performance of the systems, policies & procedures
3). Need to mobilize resources for institutional sustainability	To improve CHRR's financial sustainability by 2020 To diversify sources of funding by 2020	Increased organization's overall operating budget Increased number of new (non-traditional donors) Increased amount of unrestricted income generated by 10%	% increase in overall income levels %increase in amount of unrestricted funding % reduction in staff turnover	Develop a resource mobilization strategy	<ul style="list-style-type: none"> ▪ Engage a consultant to facilitate development of a resource mobilization strategy ▪ Mobilize resources for the running of CHRR Trust Limited ▪ Fundraising proposal development

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4). Need to enhance communication, documentation & security	To ensure that CHRR has improved & systematic communication & documentation capacity by 2019	Improved communication & documentation capacity	Systematic documentation & communication system in place	<ul style="list-style-type: none"> ▪ Develop & implement a communication & documentation strategy ▪ Develop & implement a systematic M&E system 	<ul style="list-style-type: none"> ▪ Hire an expert to facilitate the development of the communication & documentation strategy ▪ Build the capacity of staff in documentation & communication ▪ Engage an expert to develop a M&E system for programs ▪ Review & redesign CHRR website
	To review & update CHRR security policy by 2017	Updated security policy in place	Copy of updated security policy	Review & upgrade the current security policy	<ul style="list-style-type: none"> ▪ Hire an expert to facilitate the review of the current security policy ▪ Orient staff on the updated security policy ▪ Monitor security policy implementation

Program Area 2: Gender & Sexual Reproductive Health & Rights Program Area

Strategic Issue	Strategic Objectives	Strategic Outcomes	Strategic Indicators	Strategies	Strategic Activities
Limited access to SRHR information and education by young people, especially girls, LGBTI persons and other marginalised youth, leading to high HIV acquisition rates	To improve utilization of comprehensive SRHR information and education by young people, especially girls, women and LGBTI persons by 30% in targeted districts by 2020	Increased utilization of comprehensive SRHR information and education by young people, especially girls, women and LGBTI persons.	% increase in young people utilizing SRHR information and education	Awareness raising Capacity building Establishment of community-based health information centers	Youth-led, gender sensitive awareness meetings Annual open day sessions Training workshops on SRHR Establish Community-based Health Information Centers
Low uptake of SRHR services among young people, especially girls, young women and LGBTI persons, resulting in high rates of unwanted pregnancies, unsafe abortions, STIs and premature deaths	To increase utilization of youth-friendly SRHR services by young people, especially girls, women and LGBTI persons by 30% in targeted districts by 2020	Increased utilization of quality and youth-friendly SRHR services that respond to the needs and rights of all young people, including LGBTI and other marginalized groups.	% increase in young people utilizing SRHR information and education	Community mobilization & sensitization Capacity building	Youth-led Community awareness meetings Capacity building workshops
Lack of empowerment and decision-making power	To improve capacity of young people to make informed choices around	Young people, particularly girls, young	% of young people who have capacity to	Capacity building	Capacity building workshops Establishment and support of

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among young people over their sexuality, resulting in early or forced marriages	SRHR in targeted districts by 2020	women and LGBTI persons, are empowered to make their own informed choices around SRHR and claim their rights on among others, early or forced marriage	make safe and informed decisions about SRHR	Awareness raising	in-school child rights clubs Open day sessions
Lack of an enabling social & cultural environment for gender-sensitive, youth-friendly SRHR services	To advocate for a favorable social & cultural environment for gender-sensitive, youth-friendly SRHR in Malawi by 2020	Community members and gate keepers have changed attitudes and take action to promote young people's SRHR, including adopting appropriate community by-laws against child marriages;	# of community leaders sensitized # of villages with by-laws against child or early forced marriages	Awareness-raising Capacity building Intergeneration dialogue Lobby and advocacy	Youth-led and gender sensitize awareness meetings Identification and Training of community champions for the promotion of young people's SRHR Sensitization and dialogue meetings with opinion leaders and gate keepers
Poor livelihood & economic security of rural women & girls	To Improve the livelihoods and economic status of rural women and girls in targeted districts by 2019	Improved economic security & livelihoods of rural women & girls	% increase in the number of rural women & girls with secure livelihoods & income	Economic empowerment Capacity building Awareness raising	Train women in VSL initiative Link women to micro-loans Train women in business skills Conduct awareness raising campaigns on economic rights
Increased incidences of gender based violence, especially violence against women & girls & Limited access to justice by women & girls	To increase the knowledge base of human rights & GBV among women, men, girls & boys, opinion leaders & public officials by 50% in targeted districts by 2019	Increased knowledge on human rights & GBV among women, men, girls & boys, opinion leaders & government officials	% increase in knowledge on human rights & GBV among women, men, girls & boys, opinion leaders & government officials	Awareness raising Community Mobilization Capacity building	Conduct community awareness campaigns Conduct Capacity building sessions targeting opinion leaders & officials Establish & Train men-to-men forums Conduct community dialogue sessions
	To enhance the legal literacy of Traditional Justice Forums on Human	Enhanced legal literacy of TJFs in Human Rights	% increase in number of TJFs with	Capacity building Awareness raising	Conduct Capacity building sessions with TJFs

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	Rights & Gender Based Violence in targeted districts by 2019	& GBV	functional legal literacy in HR& GBV Number of cases handled by TJF using GBV & HR Laws		Conduct Awareness sessions involving TJF members Monitor utilization of GBV & HR Laws by members of TJFs
Program Area 3: Social Accountability & Governance Program Area					
Strategic Issue	Strategic Objectives	Strategic Outcomes	Strategic Indicators	Strategies	Strategic Activities
Inefficient and ineffective public service delivery and inactive citizenry participation in health & education development projects	To enhance the capacity of CSOs & local structures to monitor & track public expenditure in the health & education sector by 2020	Increased number of CSOs & local structures with capacity to conduct Public Expenditure Tracking in health & education	<ul style="list-style-type: none"> ▪ Number of CSOs & Local structures conducting PET in health & education 	<ul style="list-style-type: none"> ▪ Develop the capacity of CSOs & local structures in PET ▪ Community Mobilization 	<p>Conduct training on PET for CSOs & Citizen Groups</p> <p>Conduct Interface meetings between Officials & Local structures</p> <p>Conduct Community Mobilization sessions</p> <p>Awareness raising on accountability & transparency</p>
	To promote citizen access to information and participation in decision making processes in health & education by 2020.	<ul style="list-style-type: none"> ▪ Increased number of CSOs & Citizen Groups that are able to file information requests with health & education public offices ▪ Improved legal framework that supports citizens access to information held by public offices 	<ul style="list-style-type: none"> ▪ Number of CSOs & Citizen Groups able to file formal information requests ▪ Number of information requests filled with the health & education ministries ▪ Number of Access to Information policies formulated ▪ Access to information law passed by Malawi Parliament 	<ul style="list-style-type: none"> ▪ Build the capacity of CSOs & Citizen Groups (CG) on the right to access information ▪ Orient CSOs & CGs on filing formal information requests from public authorities ▪ Advocacy & Lobbying 	<ul style="list-style-type: none"> ▪ Conduct training sessions for CSOs & Citizen Groups (CG) on the right to access information ▪ Orient CSOs & CGs on filing formal information requests from public authorities ▪ Lobby & Advocate for the passing of ATI legislation& policies
	To strengthen the capacity of health and education departments to process information requests filed by CSOs	Enhanced responsiveness of health and education	<ul style="list-style-type: none"> ▪ Number of information requests processed & granted 	<ul style="list-style-type: none"> ▪ Capacity building ▪ Develop Ask Your Government online 	<ul style="list-style-type: none"> ▪ Build the capacity of Health & Education public officials in information requests

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	&Citizen Groups on development projects by 2020	departments to information requests	by authorities	platform	handling & processing <ul style="list-style-type: none"> ▪ Engage a consultant Develop Ask Your Government online platform
Lack of or limited engagement between communities with social service providers& limited knowledge of roles & dysfunctional local government structures	To facilitate meaningful engagement between local government authorities and the citizenry to address community development needs and priorities based on PET application in targeted districts by 2020	<ul style="list-style-type: none"> ▪ Enhanced demand for accountability from local authorities by communities ▪ Accessible, responsive & accountable authorities 	<ul style="list-style-type: none"> ▪ Number citizen groups & communities engaging & demanding accountability from local authorities ▪ Number of Local Authorities proactively participating in interface meetings with communities 	<ul style="list-style-type: none"> ▪ Capacity building ▪ Awareness raising ▪ Advocacy & Lobbying 	<ul style="list-style-type: none"> ▪ Develop the capacity of communities & Citizen Groups on issue & evidence based engagement with service providers ▪ Raise public awareness on the right to development & accountability
	To develop the capacity of members of local government structures at all levels on their roles and responsibilities in the targeted districts by 2020	<ul style="list-style-type: none"> ▪ Enhanced capacity of local government structures to execute their roles 	<ul style="list-style-type: none"> ▪ Number of functional local government structures in the target districts 	<ul style="list-style-type: none"> ▪ Capacity building ▪ Monitoring & Evaluation of 	<ul style="list-style-type: none"> ▪ Capacity building of local government structures ▪ Monitoring & Evaluation of functionality of Local Government structures
Need for electoral reforms to enhance democratic values & adequate women representation	To advocate for the abolition of a First-Past-The-Post simple majority electoral system and adoption of the 50%+1 two round system for the presidential vote by 2019	<ul style="list-style-type: none"> ▪ A legal framework that provides for 50+1 electoral system ▪ Enhanced legitimacy of the elected candidates 	<ul style="list-style-type: none"> ▪ Inclusion of 50+1 policy in electoral laws ▪ Reduced number of electoral disputes ▪ Reduced cases of post-election violence 	<ul style="list-style-type: none"> ▪ Advocacy & Lobbying ▪ Awareness raising ▪ Capacity building ▪ Stakeholders mobilization 	<ul style="list-style-type: none"> ▪ Conduct advocacy & Lobbying targeting political party leaders, members of parliament & local authorities ▪ Awareness raising targeting local authorities & CSOs ▪ Conduct capacity building of CSOs & citizen Groups ▪ Mobilize Stakeholders
	To advocate for a regulatory framework on political party financing to foster accountability, transparency, anti-corruption &level the playing field in Malawi by 2019	<ul style="list-style-type: none"> ▪ A legal framework that clearly regulates political party financing 	<ul style="list-style-type: none"> ▪ Clauses on political party financing included in electoral laws ▪ Enhanced public accountability of political parties ▪ Reduced cases of 	<ul style="list-style-type: none"> ▪ Advocacy & Lobbying 	<p>Conduct Advocacy meetings with parliamentarians, political party leaders & Local authorities</p> <p>Run a media advocacy campaign</p>

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			public resources abuse by incumbent part		
	To increase participation of women in politics by 50% through supporting the 50-50 campaign by 2019	<ul style="list-style-type: none"> ▪ % increase in number of women contesting for parliamentary & local government elections ▪ % increase in number of elected & retained women parliamentarians & councilors 	<ul style="list-style-type: none"> ▪ Number of women contesting for parliamentary & local government elections ▪ Number of women elected & retained in parliamentary & local government elections 	<ul style="list-style-type: none"> ▪ Advocacy ▪ Civic Education ▪ Community Mobilization 	<ul style="list-style-type: none"> ▪ Advocacy targeting political parties ▪ Conduct public Civic Education campaign ▪ Conduct Community Mobilization campaign
Need to enhance citizen participation in elections & CHRR's capacity in monitoring 2019 tripartite elections	To civic educate Malawians on their right to vote in all CHRR target districts by 2019	<ul style="list-style-type: none"> ▪ % increase in number of voters in CHRR's target districts during 2019 government elections 	<ul style="list-style-type: none"> ▪ % number of voters 	<ul style="list-style-type: none"> ▪ Civic education ▪ Community Mobilization 	<ul style="list-style-type: none"> ▪ Conduct voter public Civic education campaign ▪ Conduct Community Mobilization Campaign
	To build the capacity of CHRR's volunteer observers in observing, assessing and reporting on the effectiveness and impartiality of the election administration during the pre-election period & voting days	<ul style="list-style-type: none"> ▪ Increased number of CHRR volunteers able to observe, assess, & election administration 	<ul style="list-style-type: none"> ▪ Number of trained volunteers 	<ul style="list-style-type: none"> ▪ Capacity building 	<ul style="list-style-type: none"> ▪ Recruit & train volunteer election observers in the target districts
Program Area 4: Human Rights & International Criminal Justice Program Area					
Strategic Issue	Strategic Objective	Strategic Outcomes	Strategic Indicators	Strategies	Strategic Activities
Increased human rights violations & deterioration of human rights culture	To empower communities to understand, respect & defend their fundamental human rights responsibly in targeted districts by 2020	<ul style="list-style-type: none"> ▪ 60% reduction (from baseline) of fundamental human rights violation cases in the targeted districts ▪ Increase in the number of Citizen Groups demanding & defending human rights in target communities 	<ul style="list-style-type: none"> ▪ % Reduction in cases of human rights violation ▪ Number of Citizen Groups established to demand & defend human rights 	<ul style="list-style-type: none"> ▪ Community Civic Education on human rights & responsibilities ▪ Advocacy, Lobbying & Community Mobilization ▪ Capacity building & systematic monitoring of the Civic Groups 	<ul style="list-style-type: none"> ▪ Conduct Community Civic Education sessions on human rights & responsibilities ▪ Conduct Advocacy, Lobbying & Community Mobilization sessions ▪ Conduct Capacity building & systematic monitoring of the Civic Groups
Lack of systematic reporting, monitoring	To build the capacity of 20 National CSOs & 10 CHRR district	Enhanced capacity of CSOs in human rights	Number of CSOs & CHRR District	Capacity building	<ul style="list-style-type: none"> ▪ Train 20 selected CSOs & volunteers in human rights

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&documentation of Human Rights violations	coordinators in human rights monitoring, documentation & reporting	monitoring, documentation & reporting	coordinators able to monitor, document & report human rights violations		monitoring, documentation & reporting
	To orient 20 National CSOs & 10 CHRR coordinators in <i>Martus</i> Systematic Documentation Software	<ul style="list-style-type: none"> ▪ Enhanced capacity of CSOs & CHRR Coordinators to systematically document human rights violations 	<ul style="list-style-type: none"> ▪ Number of National CSOs & CHRR Coordinators with functional knowledge of <i>Martus</i> documentation software ▪ Number of CSOs & CHRR Coordinators using <i>Martus software</i> in documenting HR violations 	<ul style="list-style-type: none"> ▪ Capacity Building 	<ul style="list-style-type: none"> ▪ Training 20 CSOs & 10 CHRR coordinators in Martus ▪ Monitor the utilization of Martus by the CSOs & coordinators
	To enhance CHRR's capacity to monitor human rights situations of incarcerated populations through systematic inspections by 2020	<ul style="list-style-type: none"> ▪ Enhanced capacity to monitor human rights of incarcerated populations 	<ul style="list-style-type: none"> ▪ Accurate database of reported in-prison/in-cell human rights violations ▪ Reduced number of unlawfully detained persons ▪ Reduced incidences of police violence against prisoners ▪ Reduced incidences of deaths resulting from poor prison & police cell conditions 	<ul style="list-style-type: none"> ▪ Capacity Building 	<ul style="list-style-type: none"> ▪ Train CHRR staff in monitoring human rights of incarcerated populations ▪ Monitor the human rights of incarcerated populations
Inadequate rehabilitation and paralegal advisory services to victims of human rights violations	To strengthen competency of 50 community victim support units in 5 districts to effectively provide responsive & psycho-social services by 2020	<ul style="list-style-type: none"> ▪ 50 CVSU core teams have functional knowledge on responsive & psychosocial support services ▪ 50 CVSU core teams 	<ul style="list-style-type: none"> ▪ Number of core teams with functional knowledge on responsive & psychosocial support services 	<ul style="list-style-type: none"> ▪ Capacity Building ▪ Community Mobilization 	<ul style="list-style-type: none"> ▪ Train members of CVSUs in psychosocial support & case referral ▪ Monitor the performance of CVSU core teams

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		are effectively providing responsive & psychosocial services to victims	▪ Number of core teams effectively providing responsive & psychosocial services to victims		
	To upgrade the infrastructure of 50 community victim support units to provide quality victim support services in 5 districts by 2020	▪ 50 community Victim Support units infrastructure upgraded to offer quality victim support services	▪ Number of CVSUs upgraded	▪ Resource Mobilization	▪ Develop fundraising concepts for upgrading CVSU infrastructure ▪ Renovation & construction of CVSU infrastructure ▪ Procurement of minimum standard furniture for CVSUs
	To mobilize resources for the functionality CHRR's 4 paralegal clinics by 2020	▪ 4 CHRR's Paralegal Clinics are well resourced & functional	▪ Number of Paralegal Clinics that are resourced & functional	▪ Resource Mobilization	▪ Develop fundraising concepts for paralegal clinics ▪ Procurement of furniture ▪ Recruitment of qualified paralegals
Need for Malawi to fulfill its obligations on domesticating the Rome Statute and ratifying the Kampala amendments on the crime of aggression.	To support consultations around a high level strategy that ensures the domestication of the Rome Statute and ratification of the Kampala amendments by 2020	▪ A high level domestication advocacy strategy developed ▪ Rome statute ratified ▪ Kampala amendments ratified	▪ Advocacy strategy document in place ▪ The Rome statute including the Kampala amendments included in Malawi's statute books	▪ Advocacy & Lobbying	▪ Conduct lobbying & advocacy meetings with parliamentarians & political party leaders ▪ Hold high level strategic consultation meetings with national CSOs & academia ▪ Develop an advocacy strategy on the ICC
	To mobilize societal voice against African leaders' agenda to withdraw from the International Criminal Court by 2020	▪ Increased number of national CSOs with knowledge on the ICC ▪ Increased number of Malawi CSOs advocating against the withdrawal agenda	▪ Number of CSOs trained on ICC advocacy ▪ Number of CSOs advocating for the ICC ideals	▪ Advocacy ▪ Awareness raising ▪ Capacity building	▪ Conduct media awareness campaigns ▪ Orient & train CSOs on the ICC & advocacy ▪
Need to enhance CSOs capacity to contribute to human rights reporting to the UN & African Commission on human & people's rights	To raise awareness among national CSOs on the significance of shadow reporting to the UN & African Commission on Human & People's Rights	▪ Increased knowledge on shadow reporting framework among national CSOs	▪ Number of CSOs adequately participating in the shadow reporting process ▪ Number of CSOs	▪ Strategic awareness raising	Conduct regional awareness raising sessions with CSOs

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			applying for observers status to the UN & African Commission		
	To build the capacity of national CSOs to effectively participate & contribute to state party reports & shadow reports to the UN & African Commission	<ul style="list-style-type: none"> ▪ Increased number of CSOs contributing to state party & shadow reporting process 	<ul style="list-style-type: none"> ▪ Number of CSOs trained ▪ Number of CSOs making submissions & contributions 	<ul style="list-style-type: none"> ▪ Capacity building ▪ Monitoring 	<ul style="list-style-type: none"> ▪ Conduct Capacity building sessions on state party & shadow reporting for CSOs ▪ Monitoring utilization of knowledge acquired
Shrinking Civic Space	To safeguard the rights to freedom of expression and assembly in Malawi by 2020	<ul style="list-style-type: none"> ▪ Laws, policies & regulations that safeguard civic space put in place 	<ul style="list-style-type: none"> ▪ Number of laws, policies & regulations that CHRR supports in order to safeguard civic space 	<ul style="list-style-type: none"> ▪ Advocacy ▪ Capacity building ▪ Civic education ▪ Litigation 	<ul style="list-style-type: none"> ▪ Conduct Advocacy meetings targeting law makers ▪ Conduct Capacity building targeting CSOs & opinion leaders ▪ Conduct public Civic education ▪ Engage lawyers for Litigation
	Strengthen the legitimacy of non-governmental actors in Malawi by 2020	<ul style="list-style-type: none"> ▪ Increased number of projects & initiatives undertaken by CHRR to enhance legitimacy of nongovernmental actors 	<ul style="list-style-type: none"> ▪ Number of projects & initiatives undertaken by CHRR 	<ul style="list-style-type: none"> ▪ Fundraising ▪ Stakeholders Mobilization ▪ Networking & collaboration 	<ul style="list-style-type: none"> ▪ Write Fundraising concepts ▪ Conduct Stakeholders Mobilization Sessions ▪ Conduct Networking & collaboration sessions

Program Area 5: Land and Natural Resources Governance Program Area

Strategic Issue	Strategic Objectives	Strategic Outcomes	Strategic Indicators	Strategies	Strategic Activities
Lack of public awareness on land rights & natural resource governance issues	To raise community awareness on land rights & natural resources governance in 14 districts by 2020	<ul style="list-style-type: none"> ▪ Increased number of communities demanding & protecting land rights ▪ Increase in number of communities participating in natural resource governance 	<ul style="list-style-type: none"> ▪ Number of communities demanding & protecting land rights ▪ Number of communities taking part in natural resources governance decisions 	<ul style="list-style-type: none"> ▪ Civic Education ▪ Community Mobilization 	<ul style="list-style-type: none"> ▪ Conduct civic education campaign on land rights & natural resource governance ▪ Conduct community mobilization campaigns on land rights & natural resource governance
Lack of transparency & accountability in land	To advocate & demand for transparency and accountability in the	<ul style="list-style-type: none"> ▪ Comprehensive & timely reports on oil, 	<ul style="list-style-type: none"> ▪ Number of reports published and 	<ul style="list-style-type: none"> ▪ Lobbying & Advocacy 	<ul style="list-style-type: none"> ▪ Hold Lobbying & Advocacy meetings with government

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&natural governance	resource	collection and management of revenue from the extractive industry sector and natural resources in Malawi by 2020	gas and mining operations are published by government ▪ Detailed revenue and contracts which government has entered with the industry are published & are accessible.	accessible	▪ Community Mobilization	officials ▪ Develop & implement an open contracting national advocacy campaign
		To build the capacity of Citizen Groups to demand responsible agricultural investments & involvement in natural resource governance in 14 districts by 2020	▪ Increase in number of communities effectively engaging duty bearers on responsible agricultural investments & natural resource governance	▪ Number of communities effectively engaging duty bearers	▪ Capacity building ▪ Community mobilization	▪ Conduct capacity building sessions for Citizen Groups ▪ Conduct Community Mobilization meetings in areas surrounding mines & agricultural factories & farms
Systematic violations of labour rights in mines, agriculture & extractive industry		To build community capacity to combat child labour in factories & mines in Malawi by 2020	▪ Enhanced community capacity to identify & fight child labour in factories & mines	▪ Increase in number of communities monitoring & reporting child labour ▪ % reduction in Number of reported child labour cases	▪ Capacity building ▪ Advocacy & awareness raising	▪ Conduct Community awareness sessions on anti-child labour ▪ Conduct awareness sessions with factory & mine owners on anti-child labour ▪ Train Child labour officers & monitors in case monitoring & reporting
		To provide pro-bono legal representation for victims of human rights violations in mines & extractive industry in Malawi by 2020	▪ Victims of human rights violations in mines & extractives legally represented & adequately compensated	▪ Number victims adequately represented in the court of law ▪ Number of lawyers offering pro-bono services	▪ Advocacy and lobbying	▪ Hold lobbying & advocacy sessions with the Law Society ▪ Hold lobbying & advocacy sessions with the Legal Aid department

Program Area 6: Research, partnership building & Disability mainstreaming

Strategic Issue	Strategic Objective	Outcomes	Indicators	Strategies	Activities
Undevelop Research Capacity in CHRR	To enhance CHRR's capacity to conduct social research on issues of	▪ Enhanced capacity of CHRR to conduct	▪ Number of Social researches	▪ Capacity building on research	▪ Train Staff in Social Research methodologies in SRHR

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	gender, human rights, health & SRHR	social research on issues of women, gender & SRHR	conducted	&development	<ul style="list-style-type: none"> ▪ &gender ▪ Orient staff on data collection & information gathering techniques in SRHR & gender ▪ Build the capacity of the research department to conduct projects Baseline Surveys
Need for effective management of networking & collaboration initiatives within CHRR & partners	To ensure that CHRR has an enhanced collaboration for synergy	<ul style="list-style-type: none"> ▪ Collaboration & networking strategy developed and in use 	<ul style="list-style-type: none"> ▪ Copy of collaboration strategy & implementation plan 	<ul style="list-style-type: none"> ▪ Develop a comprehensive collaboration & networking strategy 	<ul style="list-style-type: none"> ▪ Engage a consultant to facilitate the development of a networking & collaboration strategy ▪ Conduct an assessment & mapping of existing partnerships & coalitions ▪ Develop an action plan for the strategy implementation
Inadequate skills among CHRR staff on gender & disability mainstreaming	To increase the capacity of CHRR in gender and disability mainstreaming	<ul style="list-style-type: none"> ▪ CHRR staff with adequate skills in gender & disability mainstreaming 	<ul style="list-style-type: none"> ▪ Number of CHRR programs integrating gender & disability issues 	<ul style="list-style-type: none"> ▪ Capacity building & monitoring 	<ul style="list-style-type: none"> ▪ Conduct staff & board training on gender & disability mainstreaming, gender and disability analytical techniques ▪ Monitor CHRR gender & disability mainstreaming initiatives

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4.0 Risk Management

KEY RISKS	MITIGATION MEASURES
Threats & victimization of CSOs & CSO actors by state organs	<ul style="list-style-type: none"> ▪ Address politically sensitive issues through coalitions as opposed to singularly by CSO or CSO actors A ▪ Through a coalition of human rights CSOs, explore development of a fund to support such cases through the court system whenever they arise T
Reduced engagement with the media & other nongovernmental actors	<ul style="list-style-type: none"> ▪ Identify & implement opportunities for the formation of partnerships with the media and other non-state actors Id
The continued low public image of CSOs due to bad publicity	<ul style="list-style-type: none"> ▪ Through coalitions, explore the possibility of developing a CSOs self-regulation mechanism T ▪ Through the support of the media, develop a public campaign aimed at correcting the negative public image T ▪ CSOs need to remain consistent in their advocacy pursuits to assuage negative propaganda C
The shrinking donor funding due to changes in donor priorities. Inadequate funds to support operations & programmes	<ul style="list-style-type: none"> ▪ Explore other non-traditional donors E ▪ Identify & develop sources of generating direct income Id
A fragmented & poorly coordinated civil society	<ul style="list-style-type: none"> ▪ Identify & implement opportunities for the formation & strengthening of coalitions Id ▪ Draw on partnerships with grassroots level CSOs D
Regulatory changes & heightened regulatory scrutiny	<ul style="list-style-type: none"> ▪ Implement initiatives aimed at enhancing the legitimacy of CSOs I
High cost of	<ul style="list-style-type: none"> ▪ E

public interest litigation	explore partnership with the Malawi Law Society for pro-bono legal aid
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5.0 Implementation, Monitoring and evaluation

5.1 Implementation arrangements

With the guidance of the board of trustees, CHRR will continue to operate from its Lilongwe based secretariat. The Executive Director will lead the secretariat team in the implementation of this strategic plan. However, the actual project implementation of activities particularly those targeted at communities will be facilitated by its volunteers who comprise District Coordinators, Community Coordinators and Community Based educators to ensure sustainability.

CHRR will develop annual, bi-annual, quarterly and monthly work plans in order to ease the implementation of this strategic plan.

CHRR uses a Programmes Approach to programme implementation, which ensures coordination, effective communication and synergy between programmes and projects. The same approach will be used during the implementation of this strategic plan to ensure sustainability.

5.2 Monitoring and evaluation

In order to ensure that CHRR attains the six strategic focus areas outlined in this strategic plan, CHRR will institute a monitoring and evaluation framework. In this framework, there will be quarterly meetings of the board that will review progress on the implementation of this strategic plan. Staff-board retreats will be planned once a year to review progress on the implementation of this strategic plan.

A mid-term review will be conducted at the end of 2018 by an independent consultant. At the end of the five years, a final evaluation will be undertaken to take stock of what will have been achieved and not and why, before a new strategic plan is put in place.

The monitoring and evaluation framework of this strategic plan will have specific focus on outputs based on the indicators stipulated in the operation plan, expected outcomes as stipulated in the strategic framework and impact, based on each strategic focus area, also as stipulated in the strategic framework.

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CHRR has specially designed monitoring forms for its secretariat staff and volunteers. These forms will also be used to capture data regarding the implementation of this strategic plan.

CHRR secretariat will continue to review implementation progress of this plan through its management and staff meetings.

5.3 Assumptions

This strategic plan has been developed on the basis of the following assumptions:

▪ The political environment will be conducive for CHRR to continue with its work in Malawi.
▪ CHRR will continue to get support from other CSOs and stakeholders.
▪ Financial and technical partners will continue to support CHRR and will as well be willing to support the implementation of this strategic plan.
▪ CHRR will be able to recruit additional members of staff according to the new organogram.

6.0 Costed Operational plan for 2016-2020 Strategic plan

ACTIVITY	RESPONSIBLE PERSON	WHEN	INDICATORS	Estimated Cost

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