



**LE WI LAN SIERRA LEONE  
(LET US LEARN TO RESPECT HUMAN RIGHTS PROJECT)**

**In Partnership with the European Commission -  
European Initiative for Democracy and Human Rights (EIDHR)**

**FINAL EVALUATION REPORT**

**FEBRUARY, 2007**

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## LIST OF ACRONYMS AND ABBREVIATIONS

ACHPR	African Commission on Human and Peoples' Rights
CARD	Community Action for Rural Development
CARE SL	CARE Sierra Leone
CBO	Community-based Organisation
CGG	Campaign for Good Governance
CSO	Civil Society Organisation
DFID	Department for International Development
DHRC	District Human Rights Committee
DNH	Do No Harm
EC	European Commission
EIDHR	European Initiative for Democracy and Human Rights
ENCISS	Enhancing the Interaction and Interface between Civil Society and the State
EU	European Union
FIOH	Future in Our Hands
FSU	Family Support Unit
FS-RBA	Food Security – A Rights Based Approach Project
GoSL	Government of Sierra Leone
HuRiDeC	Human Rights and Development Centre
LRC	Law Reform Commission
LRTF	Livelihoods and Rights Training Facilitator
LWL	<i>Le Wi Lan</i> project
MADAM	Mankind's Activities for Development Accreditation Movement
M&E	Monitoring and Evaluation
MoDEP	Ministry of Development and Planning
MOU	Memorandum of Understanding
NCDHR	National Commission for Democracy and Human Rights
NFHR	National Forum for Human Rights
NGO	Non governmental organisation
NMJD	Network Movement for Social Justice and Development
ODC	Organisational Development Coordinator
PADI	Pan-African Development Initiative
PDTO	Partnership Development & Training Officer
PM&E	Participatory Monitoring and Evaluation
PRA	Participatory Rural Appraisal
RADA	Rehabilitation and Development Agency
RBA	Rights-Based Approach
SLADEA	Sierra Leone Adult Education Association
SLP	Sierra Leone Police
TOT	Training of Trainers
UNAMSIL	United Nations Mission in Sierra Leone
UNIOSIL	United Nations Integrated Office in Sierra Leone

## EXECUTIVE SUMMARY

“Let Us Learn to Respect Human Rights” is a three-year project, funded through the European Commission’s European Initiative for Democracy and Human Rights, until February 2007. Its overall objective is to “contribute to Sierra Leone’s recovery by promoting a culture of empowerment and human rights which results in more viable and effective development organisations, networks and programmes”. It aims to achieve this goal through strengthening the capacity of civil society organisations and networks, training public officials in the principles and protection of human rights and enhancing the legal protection of human rights.

The project has been working directly with seven national “development focussed” NGOs to build their organisational and programmatic capacity in participatory and rights-based approaches, as well as in financial and resource management. It has also created a Human Rights and Development Resource Centre (HuRiDeC) that aims to strengthen networking between “human rights focussed” NGOs and CBOs and to enhance the interaction between civil society and government/ public bodies responsible for the protection of human rights.

The evaluation was conducted over three weeks in February 2007. The findings in the report are based on interviews and discussions with the many stakeholders involved in the project, including staff of the seven local NGO partners, partners’ constituents and communities, HuRiDeC users and representatives of human rights CSOs that have participated (or not) in project activities, as well as project management and staff of other CARE SL projects.

The report finds that the project has achieved its overall goal. Six of the seven partner NGOs have strengthened their organisational capacity, whilst three have formed relationships with new donors and are actively involved in implementing rights-specific projects. The partners have formed a “Partners’ Forum” through which they are developing a joint proposal for a rights-focussed development programme. The HuRiDeC is not only a well-respected, functioning resource centre, but has helped build the capacity of numerous CSOs involved in human rights to participate in policy debate and development, notably the creation of the Anti-Trafficking Act. The support provided to District Human Rights Committees has helped to strengthen referral systems for human rights violations, whilst the training of Local Court officials raised the awareness of community people about the quality of their access to justice and has contributed to the debate on the codification of customary law.

The report identifies some limitations to the efficiency and effectiveness of the project, including aspects of the capacity building methodology and the project management structure, the project’s relationship with a key human rights network in Sierra Leone and the difficulties of enhancing the ability of government bodies to respond to human rights violations.

The project has supported its partner NGOs to mainstream rights-based approaches and to adopt more participatory ways of working with communities. The impact of these changes can be seen in people’s increasing confidence and ability to stand up for their rights and to recognise their own and others’ responsibilities whether within the household or in the community. Although women in particular are participating more, and being listened to more by their husbands, by community leaders and by NGOs, there is still a long way to before women will be able to claim equal access to justice within customary and traditional law.

Whilst the changes in at least four of the partner organisations are found to have good prospects of sustainability, the sustainability of HuRiDeC is less clear. The report recommends immediate and thorough discussion with key stakeholders to identify the best way forward in terms of building HuRiDeC’s capacity to sustain and strengthen the services it provides for the long term.

Finally, the report highlights some key recommendations for CARE SL in the areas of partnership and capacity building approaches, rights based approaches and human rights programming.

## FINAL EVALUATION OF THE *LE WI LAN* PROJECT

### 1.0 PROJECT DESCRIPTION

“Let Us Learn to Respect Human Rights” or *Le Wi Lan*<sup>1</sup> is a three-year rights-focused, civil-society-strengthening project funded by the European Commission, within the European Initiative for Democracy and Human Rights (EIDHR). The project was designed by CARE International in Sierra Leone (CARE SL), with the overall goal, “*To contribute to Sierra Leone’s recovery by promoting a culture of empowerment and human rights which results in more viable and effective development organisations, networks and programmes*”.

Recognising that disempowerment of youth, injustice and lack of respect for human rights were among the underlying causes of Sierra Leone’s 10-year civil war, the project aims to bring about positive changes in people’s perceptions of and commitment to human rights and in their ability to realise those rights. This is to be achieved through building the organisational and programming capacity of seven national NGOs working in development and human rights in Sierra Leone and through creating a Human Rights and Development resource centre (HuRiDeC) that acts as a focal point for civil society networking and advocacy on human rights issues. The purposes and expected results of the project are:

- Purpose 1. Strengthened capacity of civil society organisations (CSOs)**
- Purpose 2. Enhanced capacity of public officials on human rights issues**
- Purpose 3. Enhanced legal protection of human rights**

Expected Results:

1. Improved capacity of CSOs to enhance the protection and promotion of human rights, including through performing a watchdog role for government.
2. Improved organisational professionalism of national human rights/development NGOs, their human resources and financial management, and their research and planning skills.
3. Improved input of civil society organisations to national policy and decision-making.
4. Culture of human rights spread to officials in outlying districts.
5. Improved capacity of personnel connected with the rule of law to enforce and protect human rights.
6. Legal practitioners trained in human rights advocacy

The HuRiDeC resource centre is based in Freetown. Through its Partnership Development and Training Officers (PDTOs), it also carries out training for public officials, traditional leaders, lawyers and journalists in five outlying districts - Bo, Koinadugu, Kenema, Makeni and Kono - and supports networks of CSOs at district level, such as District Human Rights Committees.

The NGOs supported directly by the project are based in Bo, Makeni, Mile 91 and Kabala. They are supported through coaching and mentoring by *Le Wi Lan* staff - Organisational Development Coordinators (ODCs) and Livelihoods and Rights Training Facilitators (LRTFs) - placed in each partner organisation. The project also provides formal and informal training, both at the management and the programmatic level. The focus is to build partner capacity in rights based, livelihoods and participatory approaches and to help them to shift from short-term, relief-oriented interventions to longer-term development programming approaches.

The project time-line is shown below.

December 1, 2003	Project start up
January 2004	Project manager and capacity building staff hired
February 2004	Final selection of project partners and signing of MOUs
March 2004	HuRiDeC advisor hired
July 2004	HuRiDeC steering committee formed
November 2004	Year 1 review, organisational development component

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<sup>1</sup> Le Wi Lan fo Respet Motaman dem Rights, in Krio

November 2005	Mid-term review of HuRiDeC
December 2005	Year 2 project review; First project manager leaves and new project manager is hired
November 2006	3 months project extension granted
February 28, 2007	Project end

## 2.0 OBJECTIVES OF THE EVALUATION

1. To assess the project's achievements in relation to CARE SL's contractual obligations to the donor. This will involve assessing whether set targets and anticipated results have been achieved and analysing levels of efficiency, effectiveness, impact on target beneficiaries and the sustainability prospects of the interventions.
2. To assess the impact on the project partners' capacity and commitment to human rights.
3. To assess the effectiveness of the project design and methodology, with a view to informing the nature of future interventions by CARE SL and *Le Wi Lan's* local partners.
4. To make recommendations on the future development of HuRiDeC.

The evaluator was also requested to present insightful lessons learned about the effectiveness and appropriateness of *Le Wi Lan's* partnership and human rights promotion methodologies.

## 2.1 EVALUATION METHODOLOGY AND TIME FRAME

Given that there were so many different stakeholders involved in the project and that the project focus was on "changing mindsets"<sup>2</sup> rather than on delivering material outputs, the evaluator decided to adopt a qualitative approach to the evaluation. The aim was to collect real, practical examples from as many different stakeholders as possible that would illustrate how the project had impacted on the ability of organisations, public officials, communities and individuals to protect and promote human rights. The evaluation was conducted over a period of 18 days and involved:

- Review of project documentation
- Group discussions and individual interviews with *Le Wi Lan* (LWL) management and field staff and management and staff of the seven NGO partner organisations
- Discussions with Local Court officials, District Human Rights Committees, and officers of the Sierra Leone Police, Family Support Unit
- Visits to communities for interviews with traditional leaders and community people participating in partner's development projects
- Discussions with HuRiDeC users, lawyers and representatives from other national human rights networks
- Discussions with other CARE staff and staff of ENCISS<sup>3</sup>

In total, the evaluator spoke to over 120 people. A full list of those who participated in discussions is included in **Annex 1**. Full transcripts of the interviews and discussions have been made available to CARE SL's M&E Unit but are not included with this report. Instead, **Annex 2** provides a selection of case studies, based on the discussions, which illustrate some of the main findings contained in the report.

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<sup>2</sup> "On the premise that individuals and communities will have to change their mindsets in order to effectively exercise and stand up for their rights, and that CSOs and government will have to change their mindsets in order to collaborate effectively, the programme is designed to challenge and work with all parties to make each accountable and to hold each other accountable" LWL project proposal, page 22, Section 2.1 (c).

<sup>3</sup> Enhancing the Interaction and Interface between Civil Society and the State to improve poor people's lives (ENCISS) is a 5-year DFID-funded program, aimed at increasing the capacity of representative civil society to participate in, influence, contribute to and monitor the GoSL's Poverty Reduction Strategy and decentralization program. Following the end of LWL, ENCISS will take over management of the HuRiDeC resource centre.

All data was triangulated i.e. cross-checked over at least three different sources. The case studies included in the report have been selected to **illustrate** findings already supported through analysis of the raw data (from interviews, group discussions and field visits).

### **3.0 ASSESSMENT OF PROJECT ACHIEVEMENTS**

#### **3.1 ACHIEVEMENTS IN RELATION TO SET TARGETS AND RESULTS**

The results against indicators of achievement are shown against the log frame in **Annex 3**. This section provides a narrative overview of these achievements.

##### **3.1.1 Purpose 1: Strengthened capacity of CSOs**

Through its organisational development work the project aimed to strengthen the capacity of seven NGOs, as follows:

1. Community Action for Rural Development – Sierra Leone (CARD)
2. Rehabilitation and Development Agency (RADA)
3. Future In Our Hands (FIOH)
4. Sierra Leone Adult Education Association (SLADEA)
5. Mankind’s Activities for Development Accreditation Movement (MADAM)
6. Network Movement for Justice and Development (NMJD)
7. Pan-African Development Initiative (PADI)

At the time the project started, CARD, RADA and NMJD were relatively well developed as organisations, with many organisational policies and procedures in place, and with current funding for development interventions. FIOH, PADI and MADAM were relatively “weaker” as organisations, with limited/ no funding and with management largely focused in the hands of one or a few founding members of the organisation. SLADEA was, and remains, a membership organisation with many branch offices around the country staffed largely by volunteers and a few full-time base office managers. None of the organisations were actively involved in human rights networks and none described themselves as “rights-based”.

During the project period, two LWL staff were placed full-time with each partner organisation to coach and mentor staff. In addition, the project held around 21 different training events/ workshops for partner staff and developed and distributed around 22 training manuals/reference documents. A list of the capacity building trainings provided and resource manuals developed by LWL is provided in **Annex 4**.

The project has had a positive impact on six of the seven “partner” NGOs: CARD, RADA, FIOH, SLADEA, MADAM and PADI. The seventh partner, NMJD, did not actively participate in the project for various reasons, outlined later in this report. The changes in partner organisations are summarised in **Table 1** below against the project indicators for organisational development. This information is based on interviews with senior management and field staff of the partner organisations as well as with community people participating in partners’ programmes (in the case of RADA, MADAM, FIOH and SLADEA), interviews with *Le Wi Lan* staff, review of partners’ organisational self-assessment data and review of the project’s baseline information (organisational assessment and familiarisation visit reports).

The table summarises the stated and observed improvements in the organisational professionalism of the partner NGOs, their human resources and financial management, and their research and planning skills. Whereas before, many of the organisations were largely “top down” in management and programmatic style, all now practice more participatory approaches both within the organisation and in the communities where they work. As a representative of FIOH put it, “Before if communities needed a well, we wrote a project for groundnut! Now, through PRA our projects are more appropriate, people appreciate them more and there is more community participation”.

**Table 1: Stated improvements in partner’s organisational capacity due to the project**

<b>NGO</b>	<b>CARD</b>	<b>RADA</b>	<b>FIOH</b>	<b>SLADEA</b>	<b>MADAM</b>	<b>PADI</b>
Strengthened financial procedures and accountability (e.g. for procurement, cheques & bank transactions, receipt of goods etc.)			x		x	x
Development of strategic plan	x	x	x		x	x
Improved record keeping systems/ documentation			x	x	x	x
Improved management of human resources (e.g. recruitment policies, job descriptions, staff performance appraisal systems)		x	x	x	x	x
Improved (technical) capacity of staff (e.g. in PRA, RBA, in admin. & finance, people management etc.)	x	x	x	x	x	x
Improved transparency in decision-making (e.g. AGMs, staff meetings, circulation of meeting minutes etc.)	x	x	x	x	x	x
Improved internal M&E systems (e.g. use of Spider and House self-assessment tools)	x	x	x	x	x	x
Greater use of participatory research and planning methodologies (e.g. PRAs used as basis for proposal development)			x	x	x	x
Mainstreaming of RBA principles (e.g. accountability, transparency, equity in organisational procedures and awareness raising of rights and RBA in communities)	x	x	x	x	x	x
Improved networking (e.g. with potential donors, with other international NGOs, the formation of the Partners’ Forum)	x	x	x	x	x	x

*Case study 1* in **Annex 2** uses an example from MADAM to illustrate the impact of LWL on changing partners’ management systems from “top down” to more participatory approaches. *Case study 2* highlights the use of the Spider organisational self-assessment tool, cited by all of the partners as important in helping them to identify and then address key areas of organisational weakness. Other examples of the wider impact of partners’ strengthened capacity include:

- RADA, MADAM and CARD have formed relationships with new donors and accessed new funding specifically for rights-focused development programmes. In total, partners have developed over 10 project proposals, six of which have been approved for funding.
- All of the partners consider that LWL has “opened doors” for them in terms of enhancing their credibility and ability to form relationships with donors and other international organisations.
- FIOH, PADI and MADAM have all developed project proposals using PRA, which were subsequently funded.
- CARD now hold staff annual general meetings; junior/ field staff in all organisations are more involved in organisational planning meetings.
- Organisational self-assessment exercises (the Spider and House) have led the partners to become more self-aware and focus on addressing organisational areas of weakness.
- Partners’ constituencies/ communities are more involved in project/ activity design, planning and decision-making – women’s participation in particular has increased.
- All seven partners (i.e. including NMJD) have formed a “Partners Forum” and are now actively seeking to develop a joint project proposal for submission to the EC.

In addition to the project’s targeted support to selected NGOs, the HuRiDeC component also aims to strengthen the capacity of CSOs. Rather than working with established NGOs, the HuRiDeC target group is the loose network of relatively smaller CSOs working in human rights, many of which are not registered and have very few/ no resources. These groups use the HuRiDeC resource centre as a meeting point for discussion and networking and as a resource

for accessing information via the internet. In some cases, HuRiDeC has provided small funds to these organisations to conduct specific activities, such as research into child trafficking or domestic violence. HuRiDeC has also facilitated “CSO stakeholder workshops” across the country, to bring together CSOs, lawyers, traditional leaders and public officials to identify and discuss priority human rights issues in five districts. Task forces were established to develop strategies for dealing with these issues and these task forces later merged with the District Human Rights Committees (DHRCs) originally established by UNAMSIL and now supported by UNIOSIL.

HuRiDeC has had a positive impact on strengthening the networking and advocacy capacity of a number of human rights CSOs. Around 250 CSOs, with an approximate outreach of around 5,000 members, are currently registered in the HuRiDeC resource base and during 2006 the Centre was averaging around 200 users per week. Examples of CSOs’ strengthened capacity, drawn from interviews with HuRiDeC users, HuRiDeC staff and management and other stakeholders include:

- HuRiDeC supported the Network Movement for Democracy and Human Rights (NMDHR) to conduct research into child trafficking in Kailahun. Following this NMDHR and other CSOs, particularly the Youth Human Rights Coalition Sierra Leone (YHRC-SL), became active participants in a national level Trafficking In Persons (TIP) task force, consisting of both relevant government ministries and civil society organisations. The TIP advocated for the creation of the Anti-Human Trafficking Act 2005. NMDHR is now a registered NGO.
- HuRiDeC worked with six CSOs, NGOs and government agencies to conduct a survey on discrimination against women in each region of the country. The results were sent to the Law Reform Commission and supported the development of an Equal Opportunities Bill.
- Action Plus, formerly a small CSO, accessed funding through HuRiDeC and is now a registered NGO with offices in three districts. HuRiDeC also supported the organisation to conduct a survey on domestic violence in Kenema.
- District Human Rights committees (DHRCs) in four districts, formed by UNAMSIL, were trained and supported by HuRiDeC to become more active in monitoring, documenting and reporting on human rights issues.
- Human rights CSOs and NGOs are actively collaborating on key issues e.g. the Task Force Committee on Political Tolerance and Gender Participation in Government, formed May 2006; RADA and CARD have funding from Winrock International for projects to reduce child trafficking in Kenema (CARD) and Pujehun (RADA), along the border with Liberia.
- The project enabled representatives from six CSOs (MADAM, NMDHR, DHRCs from Tonkolili, Koinadugu, Bo and Kenema) to attend the Ordinary Sessions of the African Commission on Human and Peoples’ Rights in Banjul and report on the human rights situation in Sierra Leone<sup>4</sup>.

*Case study 3* in **Annex 2** illustrates the achievements and challenges facing one of the DHRCs as it tries to strengthen its capacity in human rights monitoring and referral.

### **3.1.2 Purpose 2: Enhanced capacity of public officials on human rights issues**

The project has conducted four, national level CSO/ stakeholder consultative meetings for participants from five districts (Bo, Kenema, Bombali, Koinadugu and Tonkolili) on the promotion and protection of human rights. The workshops brought together government officials (including the Permanent Secretary, Customary Law Officer and Member of Parliament representing the Parliamentary Human Rights Committee), Paramount chiefs, section and town chiefs, District Councillors, police representatives, lawyers, youth and women’s leaders and representatives of over 24 CSOs, including the DHRCs. The workshops were designed to identify and discuss the priority human rights issues in each of the four provinces of the country, to raise awareness about human rights principles and legal protocols for pursuing

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<sup>4</sup> The Forum on the Participation of NGOs in the Ordinary Sessions of the African Commission on Human and Peoples’ Rights is one of the main advocacy tools of the African Centre for Democracy and Human Rights Studies (ACDHRS) to promote networking among human rights NGOs, for the protection of human rights in Africa. The forum can be considered as the final stage for the preparation of complaints (about human rights violations) and recommendations by civil society organisations, NGOs etc. to the African Commission.

human rights violations and to develop advocacy and other strategies for dealing with these issues. In this way, the workshops prepared local organizations to engage policy-makers at District and National level. At the meetings, local CSOs present case studies of priority rights violations. The lawyers act as co-referents to the presentations and give legal recommendations for follow-up. They also provide policy recommendations and contribute towards a strategy for addressing the issues at the national level.

In addition to the consultative meetings, public officials (i.e. Paramount Chiefs, local court officials, members of ward development committees etc.) have also been invited to various trainings on the Local Court Act, customary law and human rights. The project either facilitated these trainings directly or supported the LWL partner NGOs, the NFHR or the Access to Justice Project to conduct the trainings.

*Case study 4* in **Annex 2**, illustrates the impact that the workshops and trainings have had on increasing awareness of human rights and motivating the actions of public officials, in this case town chiefs and ward development committee members, in the outlying districts.

### **3.1.3 Purpose 3: Enhanced legal protection of human rights**

This purpose is inextricably linked to purposes 1 and 2 and there is much overlap between the activities and achievements of the project across the civil society, public/ governmental and legal sectors.

In 2005, the project trained six lawyers on human rights principles and customary law. These lawyers then attended the HuRiDeC-organised CSO workshops described above, to facilitate discussions around the legal protocols and relevant legal instruments that can be used for addressing and preventing the reoccurrence of the priority human rights abuses identified in the different regions. Following one of these sessions, a group of lawyers developed a simplified version of the Local Courts Act, 1963. This was then used to design training for local court and other local officials in customary law, the Local Court Act and principles of human rights.

The project has now supported training of over 450 local court chairmen, clerks and other officials in nine districts. The trainings have all included other local and traditional officials, such as section and town chiefs, representatives of the chieftom police and Sierra Leone Police Family Support Unit (FSU), women's and youth leaders, and have provided a forum for the discussion of customary law and its interaction with human rights. The evaluator attended a RADA workshop in Pujehun and spoke to local court officials trained by MADAM in Makali. These discussions and discussions with one of the lawyers responsible for the simplified version of the Local Courts Act highlighted the following positive impacts:

- Some of the lawyers involved in developing the simplified version of the Local Courts Act, 1963 have since become involved with DFID's Justice Sector Development Project's (JSDP) work on the codification of customary law and there is now a "Statement of Customary Law" for Moyamba District.
- The court chairmen and court clerks trained by the project say that they have a clearer understanding of their roles and responsibilities and the extent of their powers (e.g. to set fines, to imprison) as laid down in the Local Courts Act 1963.
- The trainings have "demystified the law" - community people have a clearer understanding of the powers and level of authority of local court officials *viz a viz* chiefs, and are better able to stand up to perceived injustices. For example, community leaders in Mamorie (MADAM's area in Tonkolili district) explained that before (the training) court chairmen would sometimes send a letter from the chieftom HQ asking for an "urgent contribution" e.g. of rice or tax, but now they have to explain what the contribution is for, or people will refuse to pay.

The project also trained lawyers in human rights advocacy. These lawyers then went on to train CSO representatives, including representatives from the DHRCs, on procedures for

identifying, documenting, reporting and monitoring cases of human rights abuse in their respective areas. Whilst most of the DHRCs still lack basic resources (e.g. stationery) to enable them to do their work, interviews with the DHRCs in Bo, Makeni and Tonkolili, with the Sierra Leone Police FSU in Makeni and with one of the lawyers involved, highlighted several examples of action taken by the committees to address human rights abuses. Such cases were presented as case studies to the HuRiDeC-supported CSO stakeholder workshops in the provinces.

*Case study 5* in **Annex 2** highlights the impact of the project on one lawyer's involvement in human rights advocacy.

### 3.1.4 Project monitoring and evaluation

In relation to assessing achievements against set targets, the evaluator was hampered by a lack of monitoring and evaluation information in general, and the lack of a baseline for the HuRiDeC component in particular. Existing M&E information on the project comprises the following:

- Organisational assessments and reports on "Familiarisation Visits" for seven national NGO partners, Jan-Feb, 2004
- Internal review of Year 1 of organisational development component, Nov 2004
- External review of Spider Assessments and project M&E, March 2005
- External mid-term review of HuRiDeC component, Nov 2005
- Year 2, Lessons Learned workshop, Nov 2005
- Partner reports on the Spider and House (organisational self-assessment) methodologies (not all computerised), Years 1-3.

As can be seen in **Annex 3**, there is limited information available for some of the logframe indicators, particularly relating to HuRiDeC. This is not necessarily the project's fault – for example, it is probably unrealistic to expect the project to be able to monitor the extent to which "GOSL is effectively and timely responding to human rights violations" (purpose indicator 1.2) or "the number of exchanges between GOSL and human rights civil society organisations" (purpose indicator 1.3). In the evaluator's discussions with DHRCs, it was discovered that they do not have adequate resources to document the human rights cases they monitor and refer to other authorities, such as the SLP's Family Support Unit. Although they could give examples of cases they had successfully pursued, they were not able to state clearly the number of cases that had been resolved by the DHRC, referred to the FSU, successfully resolved by the FSU, charged to court etc. At the same time, in Makeni, the FSU was unable to say how many cases the Bombali DHRC had referred to them, although they emphasised that representatives from the DHRC do monitor many of the cases<sup>5</sup>. Even if such indicators had been measured at the national level, measuring the extent of project attribution would be problematic.

On the other hand, there are other indicators that could have been measured by the project, but were not, or at least were not clearly described or recorded. An example is the purpose 1 indicator "75% of public officials in outlying districts trained in principles and protection of human rights". Even after reviewing the project's six-monthly donor reports, the evaluator was unable to ascertain exactly how many public officials (over and above the 450 local court officials) had been trained in what by the project. The evaluator agrees with the report of the HuRiDeC mid-term review, which observed that "the format of the reports and order in which activities are described do not match the project's planning and logical framework formats. It is therefore not easy to derive from the reports to what extent planned activities have been carried out and what their outcome is"<sup>6</sup>.

In general, the project's difficulties in monitoring human rights issues stemmed from lack of clarity as to which human rights issues in particular were to be monitored, at what level, by

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<sup>5</sup> The concept note submitted to the EC recognizes some of these limitations and specifically aims to build the capacity of DHRCs and other CSOs to act as a "watchdog", and to better document and respond to rights abuses.

<sup>6</sup> "HuRiDeC review for CARE Sierra Leone, November 2005": Tom Haverkort and Memunatu Pratt; Section 2b, p.15.

This problem is exacerbated by the fact that the report format requires each project activity to be numbered and described individually and yet there is nowhere to present a cumulative total of achievements for any "set" of activities.

whom. There may have been opportunities for collaboration in monitoring certain indicators (e.g. “reported incidences of human rights violations and actions taken by relevant institutions”) with other agencies more experienced in the human rights arena, such as Amnesty International, Human Rights Watch and National Forum for Human Rights. However, this was not pursued by the project.

### **3.2 EFFICIENCY AND EFFECTIVENESS IN ACHIEVING SET TARGETS AND RESULTS**

This section describes some of the limitations with regard to the efficiency and effectiveness of the project in achieving the set targets and results.

#### **3.2.1 Capacity building methodology**

The project adopted a capacity building methodology whereby two LWL project staff were stationed within each partner organisation to provide daily coaching and mentoring to partner staff. There were several problems with this approach, which limited both the efficiency and effectiveness of the support provided. These include:

- The two project staff were hired by CARE and were under the management of the LWL project manager, based in Bo. For much of the project period, partner organisations had no management control of the staff. This was resented by partner organisations and also meant that staff were not properly supervised. In the third year of the project, a system was introduced whereby partners had to approve LWL staff work plans and sign off on LWL staff claims for per diems/ advances etc. This was appreciated by all of the partners and enhanced LWL staff accountability both to the LWL project manager, as well as to partners.
- At least initially, partner organisations had input into developing job descriptions or hiring the LWL staff assigned to them. This meant that the skills and experience of the assigned staff did not always match the priority capacity building needs of the partner organisation. This led to frustration on the part of some partner staff and a feeling on the part of some of the LWL staff that they had to be “experts in everything”. Later, the project introduced a system whereby partner organisations could choose from a “pool” of LWL staff, depending on the skills they required. The chosen staff would then work temporarily with the partner on a particular activity or capacity building process. This system proved more popular, and more effective, particularly for organisations like RADA and CARD, which needed support in particular technical skills areas rather than in general “organisational development”.
- Similarly, in the early stages of the project, a “one size fits all” approach to partner capacity building was adopted whereby standard training programmes were designed for all partners to attend at the same time. Although many of these trainings were appreciated by the partners, they did not necessarily fall at the most appropriate stage of partners’ organisational development. For example, due to FIOH’s lack of funding during years 1 and 2 of the project, they had little/ no opportunity to “practice” skills in Do No Harm, RBA etc. High staff turnover, also due to the lack of funding, meant that many of the trainings had to be repeated for FIOH in year 3 as the organisation got funding and new staff joined.
- Although the LWL staff placed with the partners had similar skills and experience and there was no difference in management responsibility, the Organisational Development Coordinator (ODC) was assigned a higher grade within CARE SL than the Livelihoods and Rights Training Facilitator (LRTF)<sup>7</sup>. Given the broad similarity in skills and experience (it may have been more effective to have staff with distinct technical skills/ experience) and the general overlap in responsibilities, the pay difference naturally led to some resentment amongst the different staff.

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<sup>7</sup> The ODC is responsible for organisational/ institutional capacity building whilst the LRTF is responsible for supporting the mainstreaming of participatory, livelihoods and rights-based programming approaches.

### 3.2.2 HuRiDeC relationships with other civil society networks

Although HuRiDeC successfully enhanced the networking and advocacy capacity of a number of small CSOs, it did not manage to bring on board one of the “key players” in human rights in the country, the National Forum for Human Rights (NFHR), at project start-up the largest existing network of CSOs working in human rights in Sierra Leone. The difficult relationship with NFHR, which felt that the project should be supporting the existing network to a greater extent, limited the project’s effectiveness in the early stages as one of the organisational development partner organisations, NMJD, largely withdrew from the project<sup>8</sup> and at one point the NFHR advised its members not to register with HuRiDeC. In discussions with non-members of the NFHR<sup>9</sup>, it appears that HuRiDeC did find a *niche* for itself in focusing on smaller CSOs that were either unable or unwilling to join the NFHR network. It is also clear that at various stages of the project, attempts were made by both sides to establish a working relationship. For example, HuRiDeC sub-contracted NFHR to conduct training of Local Court Officials and supported NMJD to conduct training of journalists and human rights activists. Nevertheless, the often un-cooperative relationship with such a powerful existing network of human rights CSOs compromised to some extent the effectiveness of HuRiDeC.

A positive example of a strategic linkage which enhanced the effectiveness of HuRiDeC was the joint collaboration with the Campaign for Good Governance (CGG) in producing “HRD Watch”, a quarterly newsletter on human rights and development issues in Sierra Leone. Bulletins were published in September 2004, January 2005, July 2005, November 2005 and June 2006. Around 300 copies of each bulletin were produced and distributed to CSOs registered in the HuRiDeC database, as well as to other interested field-based CSOs and CBOs through CARE and CGG sub-offices and networks.

### 3.2.3 Project management structure

As pointed out in the HuRiDeC review of 2005<sup>10</sup> the project management structure does not easily support effective and efficient project management. Whilst the project manager is based in Bo, the HuRiDeC advisor and staff are based in Freetown and the ODCs and LRTFs are based with partner organisations in Bo, Makeni and Kabala. With unreliable internet and telephone connections from Bo, years 1 and 2 of the project saw limited crossover or coordination of activities between the two project components. The initial gap between the two project components was also partly due to the project design, which had HuRiDeC focussing on working with “human rights” CSOs and the organisational development component targeting “development” organisations. Whilst development and rights are obviously not exclusive, human rights work was not the primary focus of six of the seven organisational development partners – rather, the rights based approach was introduced as a strategy for development.

The project recruited a Junior Professional Officer (JPO) mid Year 2 to enhance linkages between the two components and this, coupled with the introduction of regular all-staff meetings in Year 3, enhanced project cohesion. Nevertheless, all of the (organisational development) partners mentioned that for much of the project they felt “the project only had one leg” and that they had missed the opportunity to actively participate in or benefit from HuRiDeC.

### 3.2.4 Enhanced legal protection of human rights – the “response” side.

At various points during the life of the project, HuRiDeC attempted to engage the police in the project, for example by having representatives of the SLP on the HuRiDeC steering committee and by developing a training curriculum for the police on human rights. Unfortunately, neither

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<sup>8</sup> NMJD is one of the lead members of the NFHR, and the Director of NMJD is also Chairman of the NFHR Board.

<sup>9</sup> The NFHR is a membership only organization and all CSO/NGO members have to pay registration/ membership and other fees to join the network.

<sup>10</sup> HuRiDeC review for CARE Sierra Leone, November 2005: Tom Haverkort and Memunatu Pratt

of these initiatives really took off. At the same time, although representatives of the FSU have been invited to trainings (e.g. on the Local Court Act), they have not been active partners in the project, although they are one of the project's specific target groups. Part of the reason is the lack of resources on the side of government bodies like the police, to support or participate in these types of initiatives but to some extent, it appears that HuRiDeC also "fell between two stools" i.e. too far removed from the grassroots to be able to work directly at community level (e.g. to adequately support human rights monitors/defenders) and yet not strategic enough to be able to work effectively with government bodies like the police. So, whilst the project contributed towards improved monitoring of human rights abuses (particularly through the DHRCs), it was less effective on the response side i.e. in building the capacity of the police and other government agencies to enforce and protect human rights. It is important in future similar interventions that CARE investigate the type of support needed to government bodies such as the FSU, the Department of Social Welfare etc. to ensure their adequate and timely response to human rights violations.

### **3.3 IMPACT ON TARGET BENEFICIARIES**

The direct beneficiaries of LWL are the staff of the partner NGOs - CARD, RADA, SLADEA, PADI, MADAM, FIOH and NMJD – the CBOs registered with HuRiDeC and users of the resource centre and the public officials and traditional leaders trained by the project.

Over 500 NGO staff and members of their constituencies, including CBOs in communities targeted by partners, have received formal training and/or "on-the-job" coaching and mentoring from LWL staff based in their organisations. In interviews during this evaluation, management, administration/finance, field staff and programme staff of the partner organisations emphasised that staff capacity building through training, coaching and mentoring has had a major impact on their organisations. They also highlighted the impact of the Spider and House organisational self-assessment tools on enabling them to identify their organisational strengths and weaknesses. Impacts include:

- Staff are more aware of their roles and responsibilities within the organisation
- Staff have more technical skills in the use of participatory and rights-based approaches.
- Staff have improved their capacity to develop proposals and access funding.
- Admin and finance staff are more able to uphold organisational policies, procedures and systems.

The project has had a profound effect on two of the organisations in particular: RADA and MADAM. As a result of the project RADA has completed an intense strategic planning process that will focus and guide the organisation geographically and programmatically for the next five years, and is currently going through an organisational restructuring process that will ensure that organisational structures and systems support implementation of the strategic plan. MADAM has actively embraced the changes needed at all levels to move from being a "one-man show", with four staff to becoming a credible organisation, with 25 staff, that is able to access funds and implement effective development programmes. (Please refer to *Case study 1* in **Annex 2**).

The improved professionalism of staff, use of participatory approaches in project design, implementation and decision-making and the introduction of rights-based approaches have also impacted on the communities served by the partner organisations. From discussions with community people participating in projects with RADA, FIOH, MADAM and SLADEA, some key common impacts can be highlighted<sup>11</sup>:

- Partner organisations now involve community people more in decision-making about project activities.
- Project activities are more responsive to community development priorities.
- Women are participating more in project meetings and in important community meetings.

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<sup>11</sup> These effects of the project at community level were also highlighted during interviews with partner organizations and with LWL staff.

- Women and men are more aware of women's rights – there is even a suggestion that violence against women (wife beating) is reducing in some communities.
- Community people have more confidence to stand up against injustice or misuse of power.

Examples of impact in some of these areas are described in *Case study 6* in **Annex 2**.

However, the extent (breadth and depth) of the impact at community level, varies greatly by organisation, and has implications for the future selection of partner organisations. For example, CARD and RADA already had established development programmes when the project started. Both organisations were able to mainstream RBA through existing and new projects and now reach over 100 communities (over 40,000 people). SLADEA has a nationwide program of adult literacy, targeting around 1,000 adult learners in 11 districts, and has mainstreamed RBA across its 13 branches. The potential impact of working through these organisations is much greater than that of working through FIOH or PADI for example, both of which have had limited funding for development programmes throughout the project period and have therefore had limited input/ impact at community level. In the case of MADAM, outreach to communities was extremely limited in years 1 and 2 when the organisation had few/no ongoing development programmes. However, during year 3 the organisation was able to expand to over 40 communities.

Other direct project beneficiaries were the 250 CSOs registered with and supported by HuRiDeC and the users of the resource centre, averaging 200 people per week. Public officials, including selected traditional leadership in five districts, also benefited directly from HuRiDeC training and workshops. The number of local court officials trained alone (around 450) far exceeds the project's original target of 300. Although only six lawyers were actively involved in the project, over 200 community based Human Rights Monitors and Community Rapporteurs and over 20 members of DHRCs were also trained in human rights monitoring and advocacy. *Case studies 3 to 5* illustrate the impact of these trainings.

As anticipated in the project proposal, the number of indirect beneficiaries is significant, due to multiplier effects such as:

- Partner NGOs conducting "echo trainings" with their respective CBOs<sup>12</sup>
- HRDCs trained by HuRiDeC going on to train human rights defenders in communities
- Lawyers trained in human rights advocacy facilitating training of teachers, public officials, opinion leaders
- NMJD supported to train more than 60 journalists on Upgrading the Media: Promoting Human Rights
- The various communication campaigns initiated by HuRiDeC via newspapers, drama, radio and through the HuRiDeC resource centre<sup>13</sup>.

### **3.4 SUSTAINABILITY PROSPECTS OF THE INTERVENTIONS**

#### **3.4.1 Sustainability of impact on partner organisations**

As touched on in **Section 3.3**, there have been some key factors in determining the extent of the project's impact on the partner organisations, and on the partners' constituents or "clients" at the community level. These have included:

- At the organisational level, the willingness and ability of the partner organisation to undergo the (sometimes painful) process of organisational change necessary to move from a "one-man show", dependent on short-term emergency contracts, to a credible development organisation, with a clear programming focus for the longer-term.

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<sup>12</sup> "Echo" trainings are conducted by members of staff of LWL partners who have themselves been trained by the LWL project. In most cases, LWL staff supported these echo trainings either through assisting with the training design, facilitation, or the preparation of appropriate training materials.

<sup>13</sup> Examples include: the publication of the HRD Watch, monthly film shows and debates on human rights issues at the HuRiDeC resource centre, skits/ presentations at the National Peace Day forum held in December 2004.

- At the community or partner constituency level, the presence of ongoing development projects and programmes into which livelihoods, rights-based and participatory programming approaches could be mainstreamed.

The sustainability prospects of the project likewise depend on the same factors. It is the evaluator's opinion that the changes to RADA, CARD, MADAM and SLADEA are sustainable. Rights-based, participatory organisational and programming principles and practices have been institutionalised in these organisations and they all have the necessary financial and/or human resources to continue to expand and strengthen as organisations. In the case of FIOH and PADI, the sustainability of the organisational changes are less certain, primarily because they have been less successful to date in accessing donor development funds and therefore are relatively less secure as organisations.

### **3.4.2 Sustainability of HuRiDeC**

As highlighted in **Section 3.1**, HuRiDeC developed a functioning resource centre and successfully established a network of human rights CSOs in Sierra Leone. However, the sustainability of both of these results has to be questioned. Regarding the resource centre, for all three years of the project, the centre, by design, was completely dependent on CARE funding. None of the services could be charged for and a survey conducted as part of the HuRiDeC review in November 2005 indicated that very few users at that time were willing or able to pay for any of the HuRiDeC services such as internet access, photocopying, access to technical support etc<sup>14</sup>. The steering committee, originally established in 2004 to help guide the development of the centre, never functioned as anticipated. A "Transition Oversight Committee" established in 2006 to help guide the transition of HuRiDeC from CARE to ENCISS, has likewise so far failed to get off the ground (having had only one meeting to date). The key question is "if HuRiDeC is truly a useful service, why the lack of interest on the part of users in participating in its management and development?" Part of the reason could be that the location of HuRiDeC within CARE office space, rather than in an independent location, reinforced the idea that HuRiDeC is CARE-owned and managed rather than being "owned" by national CSOs and NGOs and that therefore the latter need take little responsibility for the running of the centre. The transfer of HuRiDeC to ENCISS, widely perceived amongst HuRiDeC users as a "CARE project", has again reinforced this way of thinking.<sup>15</sup>

There is a genuine concern amongst HuRiDeC users that HuRiDeC will get "swallowed up" by ENCISS and lose its identity. This is a valid concern as only the former HuRiDeC manager<sup>16</sup> and one other LWL (admin) staff member have been taken on by ENCISS, with none of the "outreach" staff, responsible for providing technical support to CSOs, facilitating training programmes, working with District Human Rights Committees etc. so far able to stay with HuRiDeC.

Unless a real effort is made to develop HuRiDeC as an independent entity – as was the original intention in the LWL project proposal, there is a real danger that the resource centre and the network will disappear when ENCISS funding disappears in 2009.

## **4.0 IMPACT ON PARTNERS' CAPACITY AND COMMITMENT TO HUMAN RIGHTS**

Of the seven original organisational development partners (that signed an MOU with the project), six had very little or no background in human rights. Of these six, all now consider themselves to be "rights-based", whilst three have developed projects to deal with specific human rights issues. For some partners, this transition may be partly in response to the

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<sup>14</sup> Rev. Sinnah of Action Plus suggested that many users would in fact be willing to pay a registration fee to HuRiDeC.

<sup>15</sup> Note that "Although a range of options for securing the future of HuRiDeC were explored, none but the link-up with ENCISS held out any prospect of the Centre's continued operation in any form. The option of 'handing HuRiDeC over' to a local partner would have amounted to no more than a transfer of assets, and is likely to have been extremely divisive": Comment from Le Wi Lan project manager, February 2007.

<sup>16</sup> Support to HuRiDeC is not officially part of this staff's current position with ENCISS

current favourable donor climate for rights-oriented programming in Sierra Leone. However, for others, there has been a fundamental shift both in organisational culture and in their development programming towards embracing rights-based principles of transparency, accountability, participation/ representation, and equity. Examples of partners' improved capacity and commitment to human rights include:

- 3 of the partners have developed proposals and won funding for rights-specific projects (e.g. RADA and CARD for the CIRCLE<sup>17</sup> project, MADAM for the "Rights and Responsibilities to Food Security" project).
- SLADEA is currently applying for funding to support a new position in the organisation of "RBA Coordinator", whilst RADA is planning to create a "human rights desk".
- The Partners' Forum, formed by the LWL partners, is currently developing a joint proposal for submission to the next EIDHR call for proposals.
- Winrock International (funder of the CIRCLE project) has chosen RADA to lead a forthcoming conference on child trafficking in the region.
- Amnesty International visited RADA's program in Pujehun and RADA is now concluding a partnership agreement with Amnesty's Dutch section's "Special Programme for Africa", which aims at improving access to justice.
- CARD SL stated that LWL has led the organisation to develop a gender policy and to promote greater women's participation and gender equality both within the organisation and in its development programmes.

## 5.0 EFFECTIVENESS OF PROJECT DESIGN AND METHODOLOGY

The project design was innovative and ambitious. At the time of writing the proposal, CARE in Sierra Leone had little direct experience of working with national NGOs (other than as sub-contractors for the implementation of short-term emergency response projects) and had limited background of working in human rights at the national level. The project design recognised that, based on CARE SL's earlier research into the root causes of the conflict in Sierra Leone, and its experience of implementing the "Rights based approach to Food Security" (FS-RBA) and the "Initiative in Support of Civil Society, Good Governance and Human Rights" (INSIGHT) projects, in a post-war environment, rights must "meet needs"<sup>18</sup>. For this reason, the design purposefully envisioned working with partner organisations that were "development" rather than "human rights" organisations. The idea was that the project could build organisational programming capacity in livelihoods, rights and participatory approaches, and that these approaches could be incorporated or mainstreamed into partner's ongoing development activities. However, this approach turned out to be less effective than anticipated for the following reasons:

- At the time of project start up, three of the seven partners (MADAM, FIOH, PADI) had little/ no funding and few ongoing development programmes on which to "hang" rights or other programming approaches.
- One of the partners (SLADEA) had few full-time paid staff that LWL staff could work with and did not have conventional projects into which to mainstream rights-based development approaches<sup>19</sup>.
- HuRiDeC was designed to build a network of "human rights CSOs", focusing relatively more on human rights than on development issues<sup>20</sup>. It was not altogether clear in the project design how the partners, development NGOs working in the provinces, would benefit from, or contribute to, the work of HuRiDeC, a resource centre based in Freetown. Although the

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<sup>17</sup> *Community-based Innovations to Reduce Child Labour through Education (CIRCLE)* funded by Winrock International under a cooperative agreement with the United States Department of Labour.

<sup>18</sup> "Methodologically, the project's primary focus will be to build the development capacity of local partners currently involved in rehabilitation activities (e.g. infrastructure, health agriculture) to adopt and promote a rights-based approach. In this way, key recovery needs are addressed and attention is brought to problematic rights issues which continue to undermine prospects for long term peace." LWL project proposal, page 5, Section 1.4

<sup>19</sup> They were and remain focused on providing adult literacy training through a system of volunteer trainers.

<sup>20</sup> Development and rights issues are inextricably linked, with lack of respect for/ abuse of rights considered to be a root cause of poverty and conflict in Sierra Leone. However, some NGOs and CSOs focus relatively more on rights, such as Human Rights Watch or NFHR and others focus relatively more on development, such as CARE or RADA.

partners became gradually more involved in rights issues over the life of the project, the links between the seven NGOs and HuRiDeC are still relatively weak.

As a result of their lack of existing programmes, MADAM, FIOH and PADI had high expectations of receiving funding or other resources from CARE that would assist them to put into practice the new methodologies and approaches that the project was encouraging them to adopt. However such support was not included in the project design and therefore partner organisations were forced to focus on sourcing funds from elsewhere. Whilst this was essential for MADAM, FIOH and PADI to survive as organisations, sourcing longer-term, core funding was also a priority for the other partners, RADA, CARD and SLADEA. Although the project made successful attempts to address this issue e.g. through development of the "Funding Directory for National NGOs"<sup>21</sup> and the Project Proposal Writing Manual (and associated training), the urgent need to secure additional funding has dominated partner's activities through most of the life of the project.

The importance of the various training and capacity building efforts of LWL in building partners' staff capacity has already been highlighted in **Section 3.1**. However, the effectiveness and impact of these efforts is ultimately reduced when the trainees have no immediate opportunity to put the new skills and approaches into practice. This issue was highlighted in the case of FIOH, which had a high staff turnover through most of the project period due to lack of funding. This meant that many of the trainings had to be repeated as previously trained staff left and new staff joined the organisation.

On the positive side, the lack of funding or inputs from LWL forced the partners to seek resources from elsewhere. It could be argued that this stopped them from becoming dependent on CARE SL and hastened their transition towards becoming more credible organisations capable of developing fundable proposals and creating linkages with donors and other international organisations.

To sum up, two key questions can be asked when designing future projects of this kind:

- Who are the ultimate beneficiaries of the project – the partner organisations or the community people that the partner organisations purport to assist?
- How much time, effort and financing should be provided to partner organisations before assessing the impact of such support on their constituencies?

The answers will determine both the selection of project partners and the type of support that will need to be provided by the project to the partners. For example, where CARE SL consciously chooses to target relatively weak organisations, the balance between the cost of the capacity building support required and the future potential impact of these organisations on poor and vulnerable people needs to be considered.

## **6.0 RECOMMENDATIONS ON THE FUTURE OF HURIDEDEC**

As touched on in **Section 3.4**, the sustainability of HuRiDeC is under question. Whilst the resource centre exists in terms of a space, equipped with books, computers, internet facilities etc. the expertise and outreach capacity of HuRiDeC has not been transferred to ENCISS. This has not been possible because of donor conditions<sup>22</sup>. For some stakeholders, the fact that the centre remains housed in a CARE-related project, continues to belie the fact that HuRiDeC is "owned" by civil society in any way. Meanwhile, the interim committee responsible for overseeing the transfer of HuRiDeC has not got off the ground and the LWL staff participating on that committee will leave CARE SL at project end on February 28. If HuRiDeC is not to disappear once and for all when ENCISS funding ends, then the following steps need to be taken:

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<sup>21</sup> The Funding Directory lists funding opportunities and donor contact details for national NGOs in Sierra Leone.

<sup>22</sup> Note that LWL staff have been encouraged to apply for the positions when they are advertised, and are likely to be very strong candidates: Comment from Le Wi Lan project manager, February, 2007.

- ENCISS needs to open the centre as soon as possible to the general public.
- CARE/ ENCISS should review the “Recommendations in relation to the future of HuRiDeC” section of the HuRiDeC review of November 2005 and identify key issues for discussion with HuRiDeC stakeholders.
- Hold a general meeting/ workshop with HuRiDeC users, the LWL Partners’ Forum, ENCISS and interested stakeholders to discuss the future of HuRiDeC. This should include identifying the key services that users want to see HuRiDeC continuing to provide, and discussing options for beginning to pay for use of these key services and/or charging a registration fee for registering with HuRiDeC.
- Identify a national NGO partner through which co-funding can be sought for HuRiDeC and which will co-manage HuRiDeC along with the ENCISS manager.
- Secure funding and staff to maintain HuRiDeC publications, particularly the quarterly “HRD Watch” newsletter and the annual “Funding Directory”.
- Maintain and strengthen links between HuRiDeC and the District Human Rights Committees, for example through assisting the DHRCs to publish case studies on human rights in their areas.
- Maintain links between HuRiDeC and human rights CSOs, for example through encouraging them to publish articles on the current human rights situation in the country in “HRD Watch” and actively promoting use of the resource centre as a venue for networking, as well as for films, discussion and debate on human rights issues.
- Invest time and effort in building a positive working relationship with NFHR, NMJD, UNIOSIL and other key players in the field of human rights in Sierra Leone.
- Continue to build on the existing links/ collaboration between HuRiDeC, the University of Sierra Leone and the different faculties and schools of law in Freetown by encouraging use of the centre by students and academic practitioners.

## **7.0 LESSONS LEARNED – CAPACITY BUILDING/ PARTNERSHIP AND HUMAN RIGHTS PROMOTION METHODOLOGIES**

### **7.1 Capacity building methodologies**

Some of the key lessons on the LWL capacity building methodology have already been touched on in **Section 3.2** above. These include:

- The skills and expertise of capacity building staff need to be better matched to the needs of the partner organisations, for example through involving partner staff in developing job descriptions and in recruitment processes for support staff.
- Similarly, rather than expecting someone to be a “jack of all trades”, it would be more effective to develop a pool of staff, with different skills and experience, who can be drawn on by partners as and when required.
- Where staff are placed with partner organisations, it is important that partner managers have some degree of control over those staff e.g. share responsibility for management, supervision, performance appraisal etc. (as introduced by the LWL project).
- If partners are weak in many general organisational areas, then there may be a need for someone to be placed permanently with partners. However, it is doubtful that there would ever be a need for two such staff – rather, the assigned person could be supported by a rotating team of experts in different technical areas.

### **7.2 Partnership methodologies**

With regards to partnership, the project had only one contractual “partner” – FIOH. The others signed MOUs with the project at start-up. Although described as partners, the national NGOs involved in the project would be more accurately described as the project’s target group, as the project design does not contain any reference to joint implementation of the project, as is the norm in a partnership. Nevertheless, LWL project staff and the national NGOs themselves, did consider themselves as project partners, and from that perspective, there are a number of lessons that have emerged from LWL’s experience that may be useful

to CARE when entering into new partnership agreements. These are based on extensive discussions with the management and staff of NGOs participating in the project, a review of project documentation, including the Partners Forum report and the Year 1 and 2 project reviews, and discussions with the LWL Project Manager<sup>23</sup>.

▪ **Selection of partners:**

This process is crucial and should never be rushed. There needs to be a thorough assessment on both sides (e.g. CARE and the potential partner) of the benefits and responsibilities involved in entering the partnership. The assessment should involve discussion with partners about every aspect of the project, including financial and other resource implications of the partnership.

▪ **Entering the partnership:**

In the case of the LWL partners, at the time of signing the MOU, most of them were relatively “weak” and anticipated that a partnership with CARE (with a long history of inputs provision and emergency support in Sierra Leone) would yield both funding and resources. The MOU did not clearly (according to partners) set out the terms and conditions of the “partnership” and the respective roles and responsibilities of the partners. As a result, there was huge disappointment on the part of many of the national NGOs when they realised that resources and inputs were not part of the project’s capacity building methodology. In most situations at least in the near future in Sierra Leone, CARE will be the relatively stronger partner entering the relationship. It is therefore incumbent on CARE to encourage potential partners to critically understand and review the partnership MOU, and negotiate the partnership agreement.

▪ **Building the relationship:**

As the relatively stronger partner, CARE needs to take care not to assume the role of “big brother” in the partnership. This was a criticism levelled by all (bar one) of the LWL partners, who felt that particularly during the earlier stages of the project, there was a feeling that CARE did not value the skills and experience of partner staff. This issue had been raised in the Year 1 review of the project and the project made considerable effort, beginning with the partner study tour in Year 2 and throughout year 3, to promote partner-to-partner trainings and experience sharing. These opportunities for networking were greatly appreciated by the partners. The “big brother” syndrome was also partly addressed in year 3 through the institutionalisation of quarterly meetings between partners and LWL management and staff, which provided more opportunity for partners to raise management and other issues and participate in project decision-making processes.

▪ **Participatory M&E:**

The annual project reviews provided a formal opportunity for the organisational development partners to take stock of the project and to identify changes or improvements that needed to be made in relation to the partnership. Partners also had an opportunity to provide feedback to CARE and the donor through their one-page submissions on progress for the six monthly donor reports. At a later stage, the report of the Partners Forum also provided an opportunity for partners to feedback their opinions on the project. However, when feedback is elicited from partners then CARE needs to ensure that the issues raised are responded to and that the reasons for any action (or non-action) are communicated. As always with M&E, the information should not be an end in itself but a starting point for reflection and action. With regard to HuRiDeC, the Steering Committee ought to have functioned as a means of monitoring the progress and impact of the services provided by the resource centre. However, this did not happen and as a result there was little formal opportunity for HuRiDeC users to participate in project M&E.

### **7.3 RBA and Human rights promotion methodologies**

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<sup>23</sup> The outgoing Project Manager has developed a “partnership lessons learned” document which describes the experience of LWL. This has already been distributed within CARE.

From discussions with partner organisations, HuRiDeC users/ CSOs, district human rights committees, lawyers and community people, the evaluator believes that there has been a notable change in people's perception of human rights, in people's ability to identify human rights abuses and violations and in people's ability to stand up for their rights and pursue justice in the face of human rights violations and misuse/ abuse of power. In particular, attitudes towards women's rights are changing and attitudes towards the "absolute power" of traditional authorities are changing. Although these changes cannot be attributed solely to the project, there is no doubt that the project has contributed to a wider movement, supported by government (at least on paper), international donors and NGOs and national institutions and organisations, towards building a culture of human rights. When questioned about a potential "backlash" in LWL project areas e.g. by traditional leaders anxious to protect their power, or by men angry about the increasing confidence of women to stand up against abuse, all of those interviewed (LWL and partner staff, community leaders, men, women, youth) felt that the approach used in talking about rights was crucial in bringing power-holders on board. Examples of positive approaches cited include:

- Involving chiefs and other traditional leaders from the beginning in discussions about their roles and responsibilities as leaders and the links with concepts such as participation and respect for human rights.
- Discussing the respective roles and responsibilities of women, men and young people within the family and the community, as well as talking about their rights.
- Talking about rights in very practical ways that relate to people's everyday lives e.g. "hanging" rights discussions onto training in the roles and responsibilities of local court officials and the interaction of rights with customary law.

## **8.0 CONCLUSIONS AND RECOMMENDATIONS**

Based on the interviews and focus group discussions with a range of project participants and stakeholders, the evaluator considers that the project has achieved its overall objective of promoting a culture of empowerment and human rights. The project has resulted in six of the seven national NGOs supported mainstreaming human rights principles and practices into their organisations, and performing more professionally than at project start up. HuRiDeC has supported human rights CSOs to conduct research, to network, to lobby and advocate and to actively participate in national human rights policy development, notably on human and child trafficking. The project's work on developing a simplified version of the Local Court Act 1963 and training of local court officials has led to a debate on the need for the codification of customary law and fed into the work of the Justice Sector Development Project.

However, there were also design and other factors, which to some degree compromised project impact. Most important of these was the lack of a strong linkage between the HuRiDeC and the organisational development components of the project, whereby the grassroots experience and outreach of development NGOs could actively support, inform and enhance the work of HuRiDeC.

The project was innovative and ambitious and to some extent, a pilot project for CARE SL in capacity building, partnerships and human rights. As such, there are many lessons to be learned for other projects and for CARE SL's future work in partnership, capacity building and human rights. Based on these lessons, there are a number of recommendations that can inform the nature of future interventions by CARE SL and its national NGO partners:

### **Partnership<sup>24</sup>**

1. Partner selection should involve a thorough assessment of potential partners' current resource/ financial situation and the financial/ resource implications of the partnership.

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<sup>24</sup> Note that these recommendations are likely to be addressed by the Partnership Strategy currently being developed by CARE in Sierra Leone.

2. Potential partners should ideally be involved at the project design stage. If this is not possible, then there must be flexibility built into the project design so that partner's inputs/ suggestions can be incorporated prior to implementation.
3. Partners must be given full project documentation, including the project budget, prior to signing the partnership agreement.
4. The partnership agreement/ MOU must set out clearly the roles and responsibilities of the respective partners, including financial responsibilities.
5. Where more than one partner is involved in a project, CARE should actively encourage cross-visits and opportunities for networking among the partners.
6. CARE should research other partnership models/ modalities e.g. that of GTZ in Sierra Leone.

### **Capacity building**

7. CARE SL must be clear about the objective of capacity building i.e. is it simply to build the capacity of a national organisation, or is it to increase the impact on rights fulfilment and poverty alleviation of poor and marginalised people?<sup>25</sup>
8. Similarly, whilst CARE SL does not necessarily have to provide inputs/ resources along with skills training and other capacity building support, it must be clear about the implications of supporting an organisation that does not have the resources to implement its own development programmes (e.g. the time and effort that will be needed to access alternative funding sources).
9. Capacity building staff's technical skills and experience must match partners' requirements. Where a key aim is to help mainstream "CARE" approaches such as RBA and livelihoods programming, ideally capacity building staff assigned to partner organisations will already have worked with CARE and have experience in these areas.
10. CARE SL's capacity building methodology must be responsive to the needs and priorities of the particular organisations whose capacity is being built. The preferred model is to have a "pool" or team of experts in particular technical skills areas that partner staff can draw on. This could be supported with the placement of staff in partner organisations where intensive coaching and mentoring is needed in key areas of organisational capacity building.
11. Where staff are to be placed with partners, the host organisations should be involved in preparing job descriptions, work plans, performance monitoring systems etc.
12. Partners' management staff should be involved in the management and supervision of staff that are placed in their organisations.

### **HuRiDeC and Rights-based approaches**

13. CARE SL should make every attempt to secure additional donor funding for HuRiDeC, for example through responding to a future call for proposals from the EIDHR.
14. HuRiDeC should be supported to become an independent entity prior to the ending of ENCISS funding – this is most likely to happen through partnership with a national NGO or other institution, such as the University.
15. CARE SL should make every effort to incorporate LWL staff (who have received positive performance appraisals) into other projects where their experience and expertise in organisational capacity building in rights-based approaches and human rights programming can be made use of.
16. CARE SL should carry out further research to ascertain the sustainability of changes in attitudes and behaviours (such as the increased participation of women, increased respect for women, increased ability to challenge authority and to pursue injustice, increased ability to pursue human rights abuses etc.) that are reported to have occurred in communities due to the adoption of rights-based approaches by CARE and partner organisations.

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<sup>25</sup> Of course, the aim could be to do both of these, but then CARE needs to be clear about the acceptable balance (or ratio) between spending on organisational capacity building and impact achieved on food security, or livelihoods, or rights realization etc of poor and marginalized people.

## ANNEX 1

### LIST OF PEOPLE INTERVIEWED/ PARTICIPATING IN GROUP DISCUSSIONS

**CARD-SL:** Sagestine L. Gandi, Program Manager; Aigh E. Morsay, Administration and Finance Officer; Brima A.K. Boccarie, Training Coordinator; Bernadette M. Massaquoi, Community Outreach Officer, Pro-FARM; Sheku Williams – Public Health Coordinator

**FIOH:** Edward Kabboh, Program Director; Samuel V. Turay, field agent; Sirah Kandeh, field officer; Edmond Kposowa, Program manager; Aminata Binta Fofanah, Training supervisor, Mile 91; Mohamed B. Kamara, field agent; John A. Tarawally, admin/ finance manager;

**RADA:** Mr. Augustine Robinson (Country Director), Ms. Ann Kargbo (Project Manager, Bo base); Alex Foday-Kai, Head Instructor, Youth Friendly Centre, Jendema, Pujehun.

**MADAM:** Mohammed Conteh – Director; Ibrahim Conteh – Programme Advisor; John Koroma – Programme Officer; James Fonah – Administration Officer; Abubakarr Kamara – Finance Officer (new);

**SLADEA, Mile 91:** Francis B. Koroma – Financial Secretary Mile 91 Branch; Mohammed K. Fornah – Treasurer, Mile 91; Pa Ali Konteh – Advisor, Mile 91; Ana S. Thoronka – Member; Albert A. Koroma – member; Thereza N. Sisay – member; Isatu S. A. Koroma – Base Coordinator, Mile 91.

**SLADEA, Freetown:** Sheku Mansaray – Executive Secretary; Samuel MaCauley – Project Officer

**PADI:** Richard Kamara – Country Coordinator.

**NMJD:** Mr. Abu Brima – Director.

**BO DHRC:** Sheku Kanneh (CAPE-SL), Maada G. Bassie (CAPE-SL), Tom Sandi (CSHEAW) – Chairman of the DHRC, Fatmata Barrie (CGG), Claudius Square (WAGA), Thereza I. Bangura (Women's Forum), Fanta. A. Koroma (RECAL), Kenneth Amadu (HEMDEF), Amadu Joe Lahai (RECAL), Kadija Etie (HuRiDeC), Andrew Sivalie (HORD-SL), Magdalene Sheriff (HORD-SL), Victoria Fornay (CAPE-SL), Mariama Bangura (HuRiDeC), Jonathan Gbannie (UNIOSIL, ARRL), A.K. Gebeh Musapher (Amnesty International), Amelia M. Bockarie (CWDC-Bo), Mohammed Mansarray – S/L Traders' Union, Sylvester Massaquoi (My Brother's Keeper S/L)

**BOMBALI DHRC:** 8 men, 2 women including representatives from the following organisations:

Action for Human rights, Campaign for Good Governance, Centre for Democracy and Human Rights, Bombali chiefdom youth committee, SLBS radio,

**TONKOLILI DHRC:** Salieu A. Conteh, Chairman of the Tonkolili DHRC; Abdul S. Kamara, Secretary Tonkolili DHRC; Edris M. Sankoh, Secretary of the Drivers-SL (drivers' union)

**J Boakai Fahnbulleh,** Chairman of Advocacy Committee, Soro Gbema chiefdom, Jendema; Also secretary of Ward Development Committee, Soro Gbema chiefdom, Ward 2.

**BOMBALI FSU:** Inspector Olive S. Newland, Head of FSU, Northern Region; Simaon Menjor, Social Welfare FSU, Makeni Police.

**Trainees attending training on Local Court Act, Pujehun (22 men, 7 women):** 1 PC representative; 1 Section chief; 4 town chiefs; 2 youth leaders; 2 Mammie Queens; 2 womens leaders; 1 chiefdom police; 1 teachers representative; Head of the SLP's Family Support Unit;

Local court chairman, Local court clerk, Court Baliff, 2 local court members; 1 pastor, 1 Imam; 5 representatives of RADA's STAR circle groups; 1 Traders' representative; 1 Ward Committee representative.

**Local court officials trained by MADAM, Makali:** Abraman Kanu, Court Chairman, Makali, Konike Barina chiefdom; Paul K. Koroma, Court Clerk; Amamy Bulla, permanent court member; Mary M. Turay, Chiefdom Police Corporal

**FIOH CBOS:** Francis Mansaray, Secretary of Katekaran Women's Association, Makeni; Mohammed S. Konteh, Foundation for Youth Welfare and Development (FORWARD); Rev. Martin Conteh, community affiliate of FIOH, Mile 91; Abdul A. Kamason, Assistant Sec. General, FIOH Women's Micro-credit group, Mile 91.

**MADAM constituents, Mamorie:** Ahmed S. Kargbo, town headman/ Chairman of MADAM community committee; Mohammed kargbo, Youth leader; Mary Karoma, Secretary, Women's group; Solessie Bangura, Mammie Queen.

**MADAM constituents, Mabela:** Ysatu Bifana, Deputy Chairlady, Mabela; Ami Kalleu – Chairlady; John E.C. Kamara – Secretary; Ysatu Sissay – Advisor; Abashi – Town Chief; Marie Kargbo – Assistant Advisor.

**MADAM constituents, Mathamba, 17.02.07:** 6 men, 4 women plus other community members: Abraham Kabbia – village chairman; Pa Kaprioni – town chief; Idisa Konteh; Pa L. Kamara – 2<sup>nd</sup> chairman; Faish Tarawally – school committee; Lusén Kamara – town Headman; Adana Koroma – school committee; Awateli – TBA; Anima Awabala – community member; Salimatu Koroma – Women's Head

**FIOH constituents, Mile 91:** Mamisú Bangura – Vice chairlady, FIOH micro-credit group; Kadiatu Martin – Chairlady; Ysatu T. Kamara; Kadiatu Kargbo; Aminata kargbo; Salimatu Sisay; Aminata Forná; Aysatu Lytu.

**National Forum for Human Rights:** Alfred Carew, Directory.

**ACTION PLUS:** Rev. Samuel Sinnah, Director.

**Network Movement for Democracy and Human Rights (NMDHR):** James Mathews: National Coordinator

**ENCISS:** Eammon Hanson: Former Manager of HuRiDeC, now Communications officer for ENCISS; Jeanette Eno, Chief of Party, ENCISS.

**Mr. Samuel O. Taylor, Lawyer, Private Practitioner.**

**LWL/ former LWL management and staff:** Fergal Ryan – LWL Project Manager; Abu Bakarr Turay – ODC, MADAM, Makeni; Abdul Renkel Koroma – LRTF, FIOH, Makeni; Kiskama Lemar – Bo; Patrick Massaquoi – LRTF, CARD, Bo; Anna Bolens – Capacity building support, Bo; Thereza Gbenja – ODC, CARD, Bo; Mohamed B. Kamara – Bo; Thomas Dambo – Bo (driver); Agnes B. Minah – Mile 91; Thomas Mansaray – SLADEA ODC, Mile 91; Patrick H. Senesie – LRTF PADI, Kabala; Sheku Kabba – PADI ODC, Kabala; Abdul B Sankoh – ODC, now PDTO, Freetown; Mariama Bangura – PDTO Bo, HuRiDeC; Albert P. Cortu – Freetown (HuRiDeC Acting Manager); Kadijatu A. Etie – PDTO, Tonkolili (HuRiDeC); Victor P Momoh – Freetown (driver); Paul Turay (formerly HuRiDeC).

**Thank you to all.**

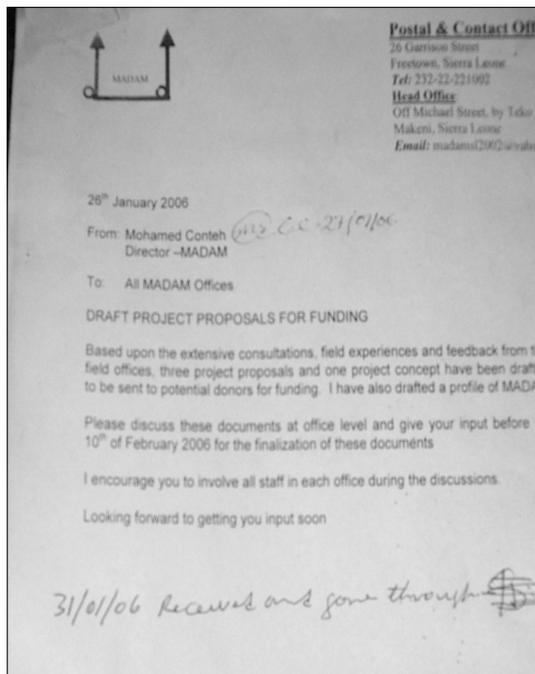
## ANNEX 2: CASE STUDIES

### Case study 1: Organisational development and the example of MADAM

In 2004, when the *Le Wi Lan* project was beginning, MADAM had four, full-time paid staff, basically the founding members of the organisation, and five volunteers. There was no Makeni office and only one staff based at their office in Makali. The organisation was also facing criticism from local leaders and traditional authorities in Makali. During the Year 1 review of the organisational development component, it was questioned whether the project should continue to work with MADAM. Now, only two years later, MADAM's head office is based in Makeni and the organisation has a full time paid staff of 25, seven of whom are based at the Makali office. Thanks to *Le Wi Lan*-supported "bridging the gap" meetings, the problems with the local authorities have been resolved.

MADAM has embraced the opportunities provided by *Le Wi Lan* and the organisation has changed from a "one-man show" dependent on one donor, to a credible, functioning organisation, that promotes participation and rights-based approaches and that has formed relationships with several donors. The letter below, photographed on MADAM's notice board is an example of how the organisation has adopted participatory approaches both institutionally and programmatically.

#### Letter from Director to MADAM staff



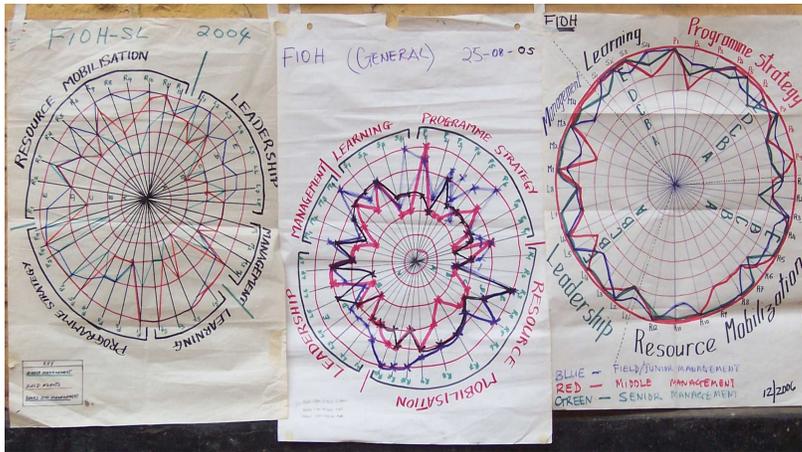
The letter illustrates various aspects of LWL's support to MADAM:

- The use of community-participatory research in proposal development
- The ability to identify potential donors and opportunities for funding
- The adoption of participatory planning mechanisms in the organisation
- The active encouragement of staff participation in organisational decision-making processes

## Case study 2: Spider organisational self-assessment tool.

All of the partners have used the Spider and House organisational self-assessment tools over the three years of project implementation. The tools involve bringing together staff from three levels of the organisation – senior management, junior management and field staff – to discuss and analyse their organisation in relation to five key aspects: resource mobilisation, leadership, management, programme strategy and learning systems. Each group of staff does the exercise separately, in the case of the Spider allocating a score for various sub-categories under each organisational aspect. The idea is to compare the scores given by the different levels of staff and to use this to stimulate discussion about priority areas for organisational change.

### FIOH's Spider diagram results for 2004-2006



The strength of the Spider self assessment tool is not so much the output (in fact the “scores” obtained by the partner organisations over the project period were not particularly revealing in terms of assessing changes in organisational development) but the fact that it “forces” organisations to take time out to reflect on their organisational strengths and weaknesses and to identify key areas for improvement. From that perspective, the tool was highly appreciated by every one of the partner organisations. Each SLADEA branch office now has its own “house” and one of the exercises (Spider or House) is now part of the agenda of the six monthly meetings of the SLADEA executive committee. For RADA, the Spider exercise highlighted the organisation’s weakness in the area of core, long-term funding and led RADA to develop its long-range Strategic Plan. Whilst there are probably better tools that could be used to measure organisational change, the visual output is seen as an important output of the exercise, with many of the partners displaying the Spider Diagrams in their offices.

### Case study 3: Tonkolili District Human Rights Committee

The Tonkolili DHRC started in 2004 following a UNIOSIL workshop. There are 16 organisations represented in the committee, including the Centre for Democracy and Human Rights (CDHR), Campaign for Good Governance (CGG), the Youth Council, Traders Union and the SL Youth Empowerment Organisation (SLYEO). Two LWL partners - SLADEA and MADAM – are members, a UNIOSIL representative attends meetings and a representative of the Special Court in Sierra Leone is also a member. Each member organisation pays a compulsory registration fee as well as a monthly subscription and the committee also gets some support from CDHR. HuRiDeC has supported the DHRC through providing training for members in: human rights advocacy; research methodologies; monitoring and reporting of human rights abuses/ violations, and; Training of Trainers for human rights monitors. HuRiDeC also funded a survey on human rights in the District and provided stationery to the committee.

The main issues the DHRC deal with are domestic violence, child abuse, forced marriage and rape. Members visit police, the local court and prisons to monitor cases. In 2006 they monitored a total of 49 cases, most of which were referred to the Police, to the Ministry of Social Welfare (child abuse cases) and to the SLP's FSU. 38 of these cases were resolved "at family level" i.e. without recourse to the courts, whilst 11 were charged to the Magistrates Court and fines were levied against the perpetrators. Once the case is referred to the Police, the DHRC monitor the police handling of the case and its progress and outcome.

At the chiefdom level the DHRC has a "focal person" – one per chiefdom for the 11 chiefdoms in Tonkolili. The DHRC trained these people following the HuRiDeC Training of Trainers. Each "focal person" coordinates approximately seven "Human Rights Defenders" based in communities i.e. there are 77 human rights defenders in total in the district. The Human Rights Defenders are supposed to pass information on rights violations or abuses to the focal people who then report to the DHRC. Examples of cases the DHRC has successfully dealt with include:

- A husband abandoned his wife and children – the DHRC pursued him and he was forced to pay maintenance for the children's upkeep.
- A 13yr old girl in Makali was raped – the DHRC pursued the case to the local court.
- In the District council, the vice chairman acted as chairman for a period > 90 days, although the Local Government Act states that after 90 days there must be an election for a new chairman. The DHRC complained to the media and a civil protest was organised. The committee also sent letters to various bodies, including the chief of UNIOSIL Human Rights Section and the Executive Secretary of the UN Ambassador in Sierra Leone. The campaign ended in a prompt election being held.

#### Members of Executive of Tonkolili DHRC



Tonkolili DHRC's priorities include:

- Creating more awareness of human rights and the DHRC's work at the chiefdom level, e.g. through training focal people at section level to link the chiefdom and community-based Human Rights Defenders.
- Extending training and strengthening relationships with public officials such as Local Court officials, the SL police and prison officers.
- Accessing the resources they need for their work e.g. stationery. The committee have been working with HuRiDeC for the past year and are unsure how they will maintain linkages with CARE and HuRiDeC now that HuRiDeC is part of ENCISS.

#### **Case study 4: Soro Gbema Advocacy Committee, Pujehun district**

The chairman of the Advocacy Committee is J Boakai Fahnbulleh. He is also secretary of the Ward 2 Ward Development Committee, Soro Gbema chiefdom. He was introduced to human rights via a training conducted by *Le Wi Lan* on human rights and RBA in 2005. He has been at many trainings now, including the training on the Local Court Act and human rights (being conducted during the evaluation).

The Advocacy Committee was established following the first Le Wi Lan training. Fifty people attended the training, including police and community members from each of the 12 sections in Soro Gbema chiefdom. From an initial membership of 50, there are now 16 active members in the committee. All members are volunteers and the committee does not receive any funding to carry out its activities, namely to monitor and report on human rights violations in Soro Gbema.

When they first started, local chiefs were not allowing the Committee to function – it was viewed as a threat to the Chiefs' authority. The Advocacy Committee wrote to RADA to ask them to conduct human rights/ RBA training for section and town chiefs and in December 2005, LWL/RADA conducted a "refresher training" and invited section and town chiefs. Now the committee includes three to five town chiefs who are supportive of the committee's work. The committee also carries out awareness raising on human rights at village level and always includes local chiefs in the discussions. According to Mr. Fahnbulleh, most of the chiefs now understand the roles and responsibilities of the Committee and are supportive.

The types of cases followed up by the committee include: prostitution; rape; child labour; gender inequalities; domestic violence; forced marriage; child trafficking- a big problem in the area because of the border with Liberia. Some of the challenges facing the committee include lack of funding, their relative isolation (the nearest magistrates court is in Pujehun, 70 miles away) and lack of resources to follow cases to the district level. They strongly believe that the other chiefdoms could also benefit from the kind of training that they received from RADA/ LWL.

##### **Local chiefs attend training on Local Court Act, Pujehun**



Some people regard the Advocacy Committee as "CIA", especially some of the authorities, but community members generally respect the committee members. The Paramount Chief is also extremely supportive of their work and they often take issues to him, bypassing other chiefs who are less supportive. According to the chairman, the number of human rights violations is decreasing at least in Ward 2, due to the committee's work.

Following one of the committee's reports to the RADA programme manager, the Dutch arm of Amnesty International visited Pujehun (in April 2006) to meet the committee and discuss a child trafficking case with them. The Advocacy committee now also reports to them, via RADA, on child trafficking and other human rights issues and some of the information has been used to compile reports for circulation on the internet.

### **Case study 5: Enhanced legal protection of human rights.**

Mr. Samuel O. Taylor is a Lawyer, Private Practitioner. He is one of six lawyers trained by LWL in human rights monitoring. Mr. Taylor described the impact of LWL on his work.

First of all, he considers that most lawyers were previously “removed” from CSOs – “we had virtually no skills in participatory approaches”. However, through involvement with the project, lawyers learned the importance of networking, and gained advocacy skills. Whilst it is generally very difficult to persuade lawyers to travel to the provinces (there are fewer than 1,000 lawyers in the country and most of these are in Freetown), assisting lawyers to attend the project-sponsored CSO workshops in the provinces helped to “bring lawyers to the people”.

The “CSO workshops” brought together communities, government representatives, the police and traditional authorities to discuss priority human rights violations in each region. Violations were collated and presented by CSOs in the form of case studies, following which lawyers at the workshop highlighted in what way the violation was against the law and the relevant legal instruments that could be used to address the violations and prevent them re-occurring. In this way, rather than being “confrontational”, CSOs were empowered to take considered, legal action against human rights abuses.

Mr. Taylor was also one of the lawyers who worked with HuRiDeC to develop the simplified version of the Local Court Act 1963, and to link this to minimum human rights standards. Recently, Mr. Taylor has been working with DfID’s Justice Sector Development Project (JSDP), facilitating discussions between lawyers and CSO groups on the codification of customary laws.

#### **Local court officials, Makali, Bombali District.**



The argument put forward by some lawyers against codification is that customs (and therefore customary law) naturally vary from tribe to tribe and community to community. Taylor’s argument for codification is that since customary law governs the lives of over 70% of people in Sierra Leone (outside Freetown), it cannot be left in the hands of a few people “who can change the law depending on what side they got out of bed” and who cannot be challenged through any legal means. The debate has recently resulted in an agreement to compose a “Statement of the Customary Law” for Moyamba District.

Finally, one of the main challenges Mr. Taylor perceives re. the pursuit of justice is the relationship between human rights, culture and traditional values. Rights issues can be extremely sensitive and sometimes local chiefs and political leaders interfere in the process of getting justice for victims of human rights abuse.

## **Case study 6: Creating a culture of human rights – the community level.**

The following examples come from discussions with constituents/ community people participating in the LWL partners' programmes. All of the partners emphasised that introducing rights often means challenging the status quo and that this can cause tension and confrontation. To mitigate risk, it is important to engage power-holders/ duty bearers such as chiefs, district councillors, government officials, as well as community people, to encourage dialogue and to recognise that changing mindsets takes time.

### **SLADEA:**

- Police came to arrest one of the SLADEA trainers in Mile 91 but had no official reason for the arrest. The trainees refused to let the police arrest the man without the proper documentation. Before when police wanted to make arbitrary arrests, people ran away or reacted violently. Now people are aware of their rights and stand up for them firmly.

### **MADAM**

- A Local Court Chairman in Mabela was to be imposed on people (as a government appointee) but people refused to pay taxes until their preferred candidate was installed.
- In Makali, Konike Barina chiefdom, government wanted to appoint a Regent Chief but the people wanted someone else. They refused to attend meetings or take orders from the Regent Chief until he stepped down.
- Training on the Local court Act and the roles and responsibilities of local court officials *viz a viz* chiefs, has proved very popular. A radio show organised by MADAM was inundated with calls and there have been many requests to repeat the training in other areas and at Section level.

### **RADA**

- Kids clubs are helping to raise awareness of rights e.g. a Koranic leader in Gendema was looking after 10 children at his house. At one point he took them from school for two weeks to help with farming. But the Kids Clubs operate as "peer monitors" and they reported the case to the teacher. The Koranic leader was forced to let the children go back to school.
- Over the border in Liberia, RADA staff heard people singing the RADA human rights songs – there is a multiplier effect through the weekly markets.
- Relationships between families are changing e.g. between husband and wife, parents and children. For example, husbands who previously did not want their wives to attend RADA training centres, now accompany them.

### **CARD**

- In Tonkia chiefdom, Pujehun district, on the Liberian border, LWL helped to facilitate training on human rights monitoring, specifically on child trafficking and child labour. During the training people suggested action points as to how to tackle these issues and it was agreed that these were not just family issues, but needed to be tackled collectively. Now communities have monitoring systems in place to protect children from community to chiefdom level.

### ANNEX 3: PROJECT ACHIEVEMENTS AGAINST LOGFRAME

	<b>Intervention logic</b>	<b>Objectively verifiable indicators of achievement</b>	<b>Progress against indicator</b>
<b>Overall objectives</b>	To contribute to Sierra Leone's recovery by promoting a culture of empowerment and human rights which results in more viable and effective development organisations, networks and programmes.	Reported incidences of human rights violations and actions taken by relevant institutions in response. Functioning network of human rights and development organisations established.	No information at national level. Referral system established but response remains relatively weak. HuRiDeC network established and functioning. NGOs and CSOs directly supported by the project functioning more effectively.
<b>Project purposes</b>	1. Strengthened capacity of civil society organisations (CSOs).	80% of CSOs supported are: mainstreaming human rights principles and practices; performing professionally, and; actively participating in national human rights policy development.	Six of seven (86%) national NGOs supported have mainstreamed human rights and have strengthened organisational policies and procedures and programming approaches. CSOs supported by HuRiDeC have been involved in developing policy on human/ child trafficking, equal opportunities, domestic violence and access to justice.
	2. Enhanced capacity of public officials on human rights issues.	75% public officials (e.g. Court clerks, bailiffs, district council members etc.) in outlying districts trained in principles and protection of human rights.	Over 450 local court chairman and clerks, traditional leaders, district councillors and ward development committee members, in nine districts trained in principles and protection of human rights. <sup>1</sup>
	3. Enhanced legal protection of human rights.	Legal protocols for addressing human rights abuses supported by legal system.	Over 200 Human rights monitors, CSOs, District Human Rights Committee members trained in human rights monitoring and legal protocols for addressing human rights abuses. 6 Lawyers trained in human rights advocacy. Given predominance of non-codified customary law in rural areas, limited number of lawyers, difficulty of accessing magistrates' courts, there remains only weak support via the legal system for addressing human rights abuses.
<b>Expected results purpose 1</b>	1. Improved capacity of civil society organisations to enhance the protection and promotion of human rights, including through performing a watchdog role for government.	1.1 80% of CSOs supported have mainstreamed human rights principles and practices into operations.	Six of seven (86%) partner NGOs have mainstreamed RBA into their organisations. 3 have accessed funding for specific human rights projects e.g. on child trafficking.
		1.2 GoSL effectively and timely responding to human rights violations.	Information not available. Capacity of police/ Family Support Unit and Dept of Social Welfare still not adequate to deal with human rights violations.
		1.3 Number of exchanges between GoSL and human rights' civil society organisations.	HuRiDeC has facilitated involvement of human rights CSOs in discussions with government on human trafficking, law reform (equal opportunities), domestic violence and codification of customary law. <sup>2</sup>
		1.4 All human rights CSOs (registered at SLANGO) linked to human rights network.	Up to 250 NGOs and CSOs registered on HuRiDeC database. On average 200 CSO members per week use HuRiDeC resource centre for accessing information and networking.

	2. Improved organisational professionalism of national human rights/development NGOs, their human resources and financial management, and their research and planning skills.	<p>2.1 Financial, resource and management etc. capacity and accountability</p> <p>2.2 Strengthened research and planning skills.</p> <p>2.3 Improved capacity and use of human resources.</p> <p>2.4 International human rights' Code of Conduct adopted and enforced.</p> <p>2.5 CSO network actively collaborating.</p>	<p>Six of seven partner NGOs have introduced one or more of the following: improved record keeping systems, financial policies and procedures (e.g. for procurement, banking etc), human resource policies and procedures (e.g. for recruitment, performance appraisal).</p> <p>3 of 7 partner NGOs have used PRA to develop project proposals. 3 have formed relationships with new donors and accessed funding for rights projects. 5 of 7 have developed strategic plans, due to LWL's intervention.</p> <p>Over 500 staff and affiliated CBOs trained by the project in participatory and rights-based approaches, Do No Harm, financial and resource management, people management etc.<sup>3</sup> Communities report improved performance of NGOs.</p> <p>Individual organisations have adopted organisational codes of conduct related to sexual harassment, and policies on gender equality and HIV/AIDS.</p> <p>See 1.4 above</p>
	3. Improved input of civil society organisations to national policy and decision-making.	<p>3.1 % of GoSL policies/practices/strategies initiated or developed in which CSOs have actively participated/advocated.</p> <p>3.2 Number of CSOs actively involved in decision-making processes.</p> <p>3.3 HuRiDeC network providing support and playing advocacy role in promoting human rights issues.</p>	<p>See 1.3 above. It was not possible to determine the exact extent of participation/advocacy by CSOs in relation to total number of GoSL policies developed.</p> <p>4 national-level workshops held, attended by reps of over 24 CSOs, government officials, traditional leaders and legal practitioners. to discuss action to address human rights priorities in 5 districts.</p> <p>HuRiDeC providing support to advocacy campaigns of human rights CSOs through provision of technical resources, communications campaigns, publications, facilitation of workshops, meetings and networking opportunities.</p>
<b>Expected results purpose 2</b>	4. Culture of human rights spread to officials in outlying districts.	4.1 % of officials (e.g. Chiefs, district councillors) in 5 districts able to recognise and address human rights violations.	Over 450 local court officials (see note 1), chiefs, district councillors, ward development committee members, women's and youth leaders involved in trainings on the local court act and human rights.
<b>Expected results purpose 3</b>	5. Improved capacity of personnel connected with the rule of law to enforce and protect human rights.	5.1 % increase in human rights incidences responded to (by police, courts, prison officers etc)	No information available. Capacity of DHRCs, police, local courts etc. to document human rights cases and action taken remains limited.
	6. Legal practitioners trained in human rights advocacy.	6.1 Number of legal practitioners (lawyers, paralegals etc) actively involved in human rights advocacy in 5 target districts.	6 lawyers trained in human rights advocacy, now training CSO members, public officials and opinion leaders in legal protocols for addressing human rights issues.

Notes: <sup>1</sup> By project end, all court officials in all chiefdoms in 9 districts will have been trained; <sup>2</sup> There is no information re. the total number and type of exchanges between civil society and government on human rights issues at national level; <sup>3</sup> A full list of formal trainings provided by the project can be seen in **Annex 4**.

## ANNEX 4

### *Le Wi Lan* capacity building trainings and resource materials/ modules

Training Topic	For whom?	When?	# trained
Do No Harm & Local Capacities for Peace	Partners/ CBOs	Year 1	150
Participatory Rural Appraisal Techniques	Project staff, partners, echo trainings with partners' constituencies (CBOs/affiliated groups)	Year 1 and 3	100 +
Management Accounting	Partners	Year 1	36
Organisational self-assessment (spider model & house analogy)	Partners	Year 1, 2, and 3	90 +
Fundraising and Proposal Development	Partners	Year 2	18
Facilitation skills for community mobilisers	Partners; project staff	Year 2	
Gender Mainstreaming	Partners	Year 2	
Organisational Leadership Development	Partners	Year 2	
Responsibilities and duties of court officials (Legal literacy and human rights)	Court chairmen, clerks, supervisors	Year 2	90
(Participatory) Monitoring & Evaluation	Partners and partners' constituencies	Year 2 and 3	70 +
Media Training /ethics, interviewing and reporting skills	Journalists and human rights activists	Year 3	60
Seminar / experience sharing on human rights issues	Lawyers, paralegals and human rights activists	Year 3	20 +
People Management	Partners	Year 3	18
Facilitation skills for organisational capacity building in phase out	Project staff	Year 3	
Non-violent communication and conflict resolution	Partners' (SLADEA and FIOH) constituencies (community groups)	Year 3	
Income Generation and Basic Business Management	Partner (RADA) and partner's constituencies	Year 3	
RBA, Gender, and Hiv/Aids (Youth Peer Educator training)	Partner (CARD) and partner constituencies	Year 3	140
Local Court Act	Partners, partners' constituencies, and project staff	Year 3	450 +
Organisational Governance	Partners	Year 3	
Resource Mobilisation, networking, and promotion of your organisation	Partners & other NGOs/ CSOs	Year 3	60
Admin and Finance management	Partners (SLADEA and FIOH)	Year 3	30 +

## **List of Resource materials / modules developed for partners**

- Do No Harm and local capacities for peace training manual – *19 copies*
- PRA reference manual – *8 copies*
- Management Accounting
- Funding directory (June 2005) – *87 copies*
- Funding and partnership directory (November 2006)
- Proposal development manual – *87 copies*
- Facilitation skills for community mobilisers
- Gender Mainstreaming – handouts
- M&E reference manual – *8 copies*
- Organisational Leadership Development - handouts
- Manual Journalist Training
- People management workshop report
- Facilitation skills, adult learning principles and capacity building – handouts to LWL staff
- Leadership and Good Governance training module
- Household Livelihood Security training module
- Income Generation and Basic Business Management
- Participatory Monitoring & Evaluation
- Simplified version of the Local Courts Act, 1963
- Training manual on Local Courts Act for CBOs
- Background information on Organisational Governance (handout)
- Local resource Mobilisation (handout)
- Tips on networking with (potential) donors for fundraising (handout)
- Promotion of your organisation (handout)