

# Strategic Framework

## 2023-2025



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## INTRODUCTION

South Asians for Human Rights (SAHR) was established in July 2000 with a primary focus on protecting and preserving human rights. Over the years and in keeping with the theme of its first project “Including the Excluded,” SAHR has continued to address issues relating to democratisation, peace and human rights in the region.

SAHR now has a membership of over 160 individuals and organisations, bringing together representatives from Afghanistan, Bangladesh, India, Maldives, Nepal, Pakistan and Sri Lanka to shape a unique identity; as a regional body with a national presence.

The SAHR objectives are based on the Neemrana Declaration, which was developed by a group of eminent personalities and regional Human Rights Defenders (HRDs) including the late Shri I. K. Gujral, former Prime Minister of India, Dr. Kamal Hossain from Bangladesh, Dr. Devendra Raj Panday from Nepal, Dr. Neelan Tiruchelvam and Dr. Radhika Coomaraswamy from Sri Lanka and the late Asma Jahangir from Pakistan. The Neemrana Declaration strives to uphold human rights across a wide range of social and political settings including education, legislation, governance, race and gender discrimination and conflict and the environment, while promoting democratic values—taking into consideration the inherent and common restrictive colonial framework that shapes these nation states.

Through its membership, SAHR brings together prominent individuals who are experts in

diverse fields, as well as activists and HRDs from across the region. Their knowledge, skill and commitment have enhanced SAHR’s activities, as its past reports will show.

In addition to the expertise and commitment of its members, SAHR’s strength lies in its regional identity, its convening power, its policy and action-oriented interventions and institutional framework. In the context of a rapidly shrinking civic space deriving from securitisation and increasing militarisation, and the constant persecution of HRDs by rightwing, populist, authoritarian regional governments committed to neoliberal ideologies, SAHR members are acutely aware of the value of and need for a regional network. It remains vital to further strengthen SAHR as a regional organisation, in order to face the onslaught of challenges in amplifying the voice of the people of South Asia while promoting and protecting their rights and entitlements.

The development of this strategic plan evaluating SAHR’s capacities and challenges is of utmost importance, to prioritise and effectively address issues which have a regional impact. It is also hoped that this plan will help clarify SAHR’s role as the collective voice of the South Asian region, to protect human rights and promote respect for democratic values, for the benefit of its people.

Building on the mandate of the Neemrana Declaration, SAHR’s vision captures the importance of protecting and preserving the rights of all citizens in the region.

**South Asians for Human Rights**  
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**Vision:**

A South Asian region that guarantees political, economic, social and cultural conditions for all peoples to realise their rights and live in dignity, justice and peace.

**Mission/ Goal:**

To contribute to the realisation of participatory democracy, pluralism, justice and peace in South Asia, so that its citizens can exercise and enjoy their human rights.

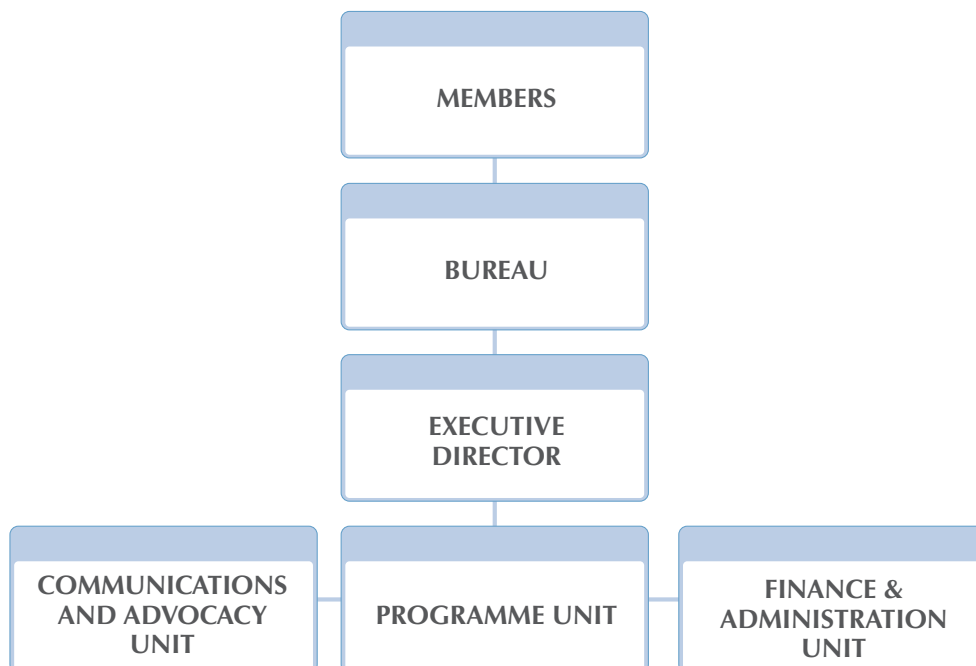
**Purpose:**

To promote and defend the human rights of all peoples in South Asia in the political, economic, social and cultural spheres, at both the regional and national levels, through strengthened regional responses involving regional instruments, monitoring mechanisms, legal frameworks, policies and practices. To develop knowledge on human rights issues and a regional agenda for collective advocacy on human rights, peace and democracy.

**SAHR STRUCTURE: 2023 - 2025**

A key factor in the success of SAHR programmes in the three years ahead, will be the successful management of its operations and its overall organisational and institutional

development. The programme would be run from the Secretariat. However, it would work through specific partner organisations in each country. SAHR's constitution and institutional structure would thus reflect its operational realities.



## CONNECTING THE PAST: A TIMELINE OF SAHR'S KEY ACCOMPLISHMENTS

### 2005

**APRIL 2005** Fact-finding mission on the human rights situation in Nepal, in light of the changing political context

**DECEMBER 2005** Fact-finding and advocacy on the state of human rights and the reform process in the Maldives  
Project title: *"Strengthening the democratic process in the Maldives"*.

### 2006 - 2008

**2006** Study conducted on religious militancy in Bangladesh

**MAY/JUNE 2006** Report on the rights of minorities in South Asia

**2006 - 2008** Fact-finding missions and reports on Bhutanese refugees

### 2007- 2009

**2007** Consultative workshops and reporting on inclusive electoral processes

**2007 - 2008** Fact-finding mission on IDPs in Baluchistan and Sri Lanka

**2007 - 2009** Report on The Right to Transparent Governance

**2008 - 2009** Study on religious minorities. Theme: *"The Use of Religion by the Majority"*

**2008 - 2009** Studies on torture in the South Asian region

**2009** India-Pakistan peace initiative

**2009 - 2012** Monitoring South Asian parliaments for transparency, accountability and human rights sensitivity

### 2010 - 2014

**SEPTEMBER 2010** South Asian Multilogue on Challenges for Peace and Prospects for Cooperation

**NOVEMBER 2010** Regional Consultation of Citizen's Voices

**2012** Report on IDPs in South Asia

**2013** Study on torture in South Asia

**2014** Meeting with local civil society on combating impunity in Nepal

**NOVEMBER 2014** Engagement with SAARC and civil society through Peoples' SAARC

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<b>2015 - 2017</b>	<b>2018 - 2022</b>
<b>MARCH 2015</b> Regional Consultation on Enforced or Involuntary Disappearances	<b>AUGUST 2018</b> State of Human Rights in the Maldives
<b>APRIL/MAY 2015</b> Fact-finding Missions on the human rights situation in the Maldives and on the construction of the coal-powered plants in Rampal, Bangladesh	<b>JANUARY 2019</b> Meeting of Regional Networks to Develop a Regional Agenda for Collective Advocacy on Human Rights, Peace and Democracy
<b>2015 - 2016</b> South Asian Women's Peace Missions to Bangladesh, Sri Lanka and Nepal	<b>JANUARY 2019</b> South Asian Conversation on <i>"Have we failed our democracies?"</i> A discussion in collaboration with Himal Southasian
<b>2015 - 2017</b> Study and online data base on the justiciability of Economic, Social and Cultural Rights (ESCR) in South Asia	<b>JULY 2019</b> Training of Trainers Workshop on promoting religious coexistence and minority rights in South Asia, in collaboration with IMADR
<b>2015 - 2017</b> Research conducted on nation state boundaries and the human rights of people in South Asia	<b>NOVEMBER 2019</b> Regional Consultation on the Restrictions of Freedom of Expression and Association
<b>JANUARY 2016</b> Regional Consultation on Human Rights, Peace and Security in South Asia - Where are the women?	<b>NOVEMBER 2019</b> Regional Meeting on Human Rights, Peace and Security in South Asia
<b>JANUARY 2016</b> Fact-finding Mission to Nepal on the Blockade	<b>NOVEMBER 2019</b> Launch of 'The Status of SAARC and Reclaiming Regional Solidarity'
<b>FEBRUARY 2016</b> South Asian Citizens' Voices on Democracy and Peoples' Security	<b>2020 - 2021</b> Peace, Security and Human Rights in Afghanistan and its impact for South Asia
<b>JULY - NOVEMBER 2016</b> Renewing Ties: Dialogue among the civil society representatives of Afghanistan, India and Pakistan, held in Kabul, Afghanistan	<b>2020 - 2021</b> COVID 19, Fading Democracy and Shrinking Civic Space in South Asia
<b>APRIL 2017</b> 'Religious Extremism in the South Asian Region: Safeguarding Minorities'	<b>8 APRIL 2022</b> Regional webinar: 'Building Resilience for Preventing Violent Extremism'
<b>JULY 2017</b> Peace, Security and Protection of human rights at borders in South Asia	<b>JULY 2022</b> Regional webinar: 'The situation in Myanmar and the South Asian response'
<b>DECEMBER 2017</b> Fact-finding Mission on the situation of Rohingya refugees in Bangladesh	<b>SEPTEMBER 2022</b> Hybrid conference: 'Democratising South Asia in the digital age'
	<b>OCTOBER 2022</b> Regional panel: 'Democracy and Human Rights in South Asia: Current Challenges and Future Opportunities'

## CONTEXTUAL ANALYSIS OF SAHR AND ITS WORK

Nation state governments in South Asia were caught off guard when the COVID-19 pandemic invaded the region in early 2020. As a result, the containment measures taken with regards to the pandemic led to collapsing economies, intensifying existing fault-lines and emphasising severe discrepancies in economic and social rights and entitlements among communities and nations. This resulted in widening gaps of inequality, with people suffering the loss of their livelihoods, basic human rights and entitlements such as access to food, shelter, education, healthcare and safe working environments.

In this situation, lockdowns and curfews led to the inevitable abuse of rights at large and such regulations were deliberately used by governments to discriminate against and isolate minority groups, to take punitive action against dissenters, to violate rights and freedoms such as the right to peaceful protest, the right to information and rights related to the freedom of expression and assembly and association. The military took over many civil activities, disintegrating public institutions and thus consolidating authoritarian governance. After experiencing several waves of the pandemic, some economies have undergone drastic deterioration, which has critically impacted their most vulnerable communities.

Although most South Asian states have ratified many important international human rights treaties such as the ICCPR, ICESCR, CAT, CEDAW, CRC and ICERD, governments in power in the region have often blatantly

violated these international obligations, paving the way for egregious attacks on the rule of law and democratic values. The gradual shrinking of civic spaces through various legislations and the continuous intimidation of activists, HRDs, journalists and media personnel through an increase in authoritarianism and the so-called securitisation of nation states, have become common in the region.

Additionally, in Afghanistan, Pakistan and India, non-state actors with extremist ideologies have diminished the civic space in a critical manner. The corporatisation of the media, the generation of fake news and the relentless harassment of activists and HRDs through social media have driven the situation further into deterioration. Yet despite all these factors, peoples' movements such as the farmers' movement in India and the Pashtun Tahfuz Movement (PTM) have sprung up, kindling hope that the people's voices may yet be heard.

In the aftermath of the pandemic, civic action has been contained in several countries in the region due to the actions taken to contain the spread of the virus. This has directly influenced the engagement of regional-level activism. At the same time, there has been a rise in the number of rights violations and a frequent breaching of the rule of law in these countries, in the recent past.

Thus, civil society's attention has been so focused on these occurrences in their respective countries that major events such

as the return to power of the Taliban in Afghanistan in August 2021 and the coup by the military junta in Myanmar in February 2021 which have had devastating regional impacts for South Asia as a whole, have been mere spectacles of horror which people have observed in shock, from afar.

Except for Afghanistan, no regional country has ratified the Convention related to the status of refugees of 1951, to realistically handle the exodus of refugees spilling over to other countries from troubled nations or to safeguard the well-being of such refugees. An effective and meaningful regional response to these events, which have become critical humanitarian crises, has yet to materialise.

Regional cooperation at nation state level is at its lowest ebb at present and the meetings of the South Asian Association of Regional Cooperation (SAARC) summit have been indefinitely postponed due to the conflict between India and Pakistan. India has been promoting the Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation (BIMSTEC), of which Pakistan is not a member. Further, in light of China's expansion and the direct involvement of Pakistan in the return of the Taliban in Afghanistan and the consequent revival of fundamentalist militancy there, India is eagerly focusing on the Quad—a trilateral alliance between Australia, India and the US.

It is in this regional context that SAHR must function as a regional HRDs network, even though the containment measures of the

pandemic pose a serious challenge to working effectively at regional level.

The network also experienced a void after losing several founder members who were active and senior human rights defenders, to the pandemic. We will always miss their guidance and support.

SAHR sees the promotion of its South Asian-ness and South Asian-grown activism and advocacy as a priority to achieve peace, harmony and mutual cooperation in the region and remains committed to work towards these goals.

SAHR's Fact Finding Missions with South Asian expertise have been effective in addressing and highlighting the national and bilateral issues that impact the region. The organisation takes advantage of its convening power and has been working on enhancing space for people-to-people dialogue with regard to democratic values and civil and political rights-related issues such as enforced and involuntary disappearances, torture and extra-judicial murder, as well as restrictions to freedom of expression and association and religious extremism.

SAHR has also worked to promote and protect minority rights and human rights violations on the borders and Economic, Social and Cultural Rights (ESCR), in the recent past. The organisation has also recently taken on a new topic of Climate Justice in South Asia which it would like to develop further, in the future.

SAHR will take firm and innovative steps to encourage and to ensure the collectively voice out against human rights violation in the region. It will focus mainly on the below mentioned action points.

Conduct evidence-based interventions into human rights violations and abuses committed by both state and non-state actors, providing advocacy on accountability, redress to victims and promote non-recurrence.

- Monitoring the status of human rights at the regional level, advocating with governments to preserve the fundamental rights of the people enshrined in the constitutions and adhere to international obligations to which the countries are state parties to;
- Enhance mutual support, collaboration, cooperation and connectivity among human rights defenders, civil society organizations, community groups and progressive movements at local, national and regional level

- Engage in human rights awareness and education to empower people with information and mobilize them for defense of human rights
- Encourage evidence-based advocacy through research at South Asian level and dissemination of rights-based research; and to develop alternative discourse and strategies against the mainstream narrative.



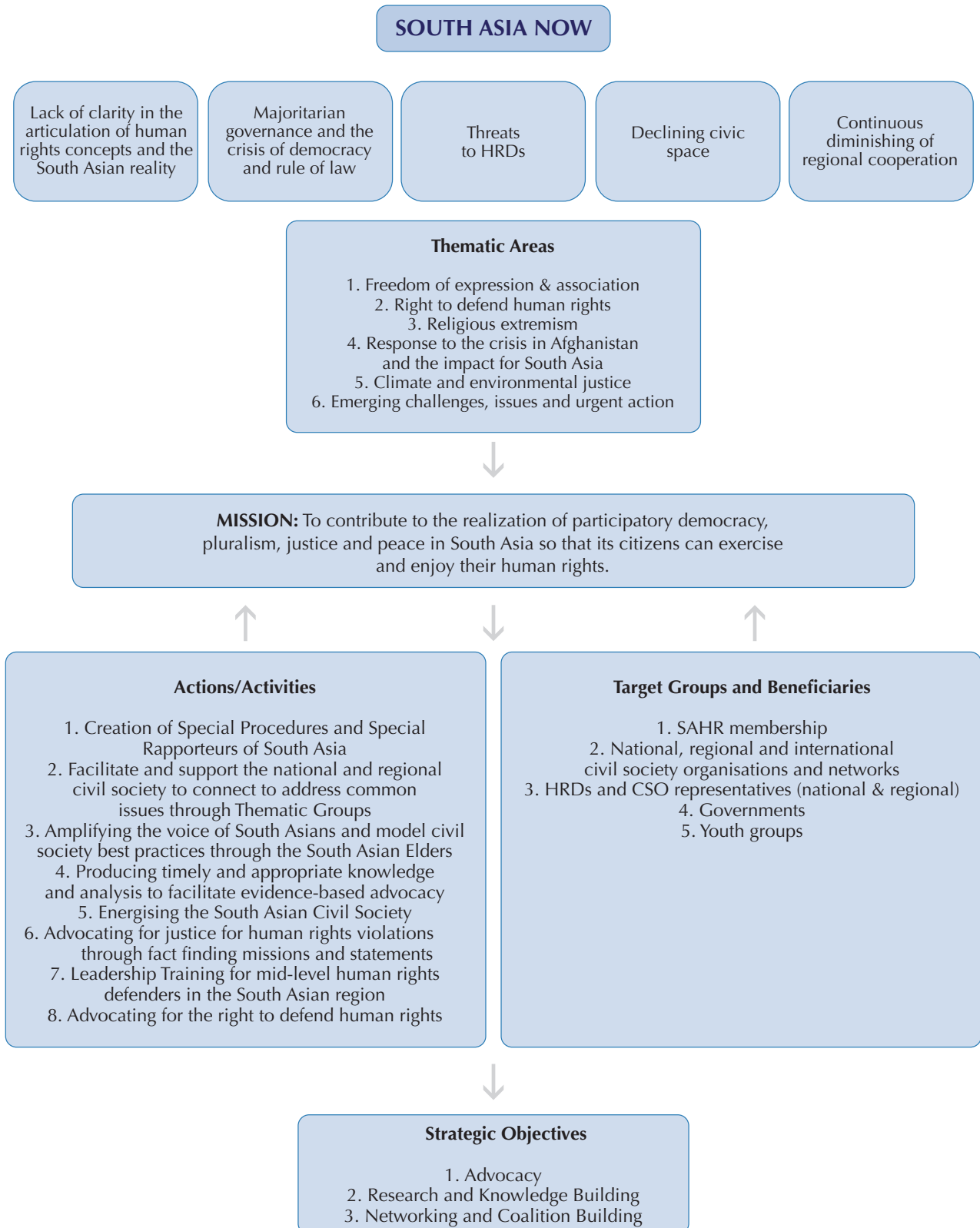
## STRATEGIC FRAMEWORK

SAHR's strategy is based around the conceptual framework of the Neemrana Declaration and its vision captures the importance of protecting and preserving the rights of all citizens in the region. Further, the global pandemic exposed deepening inequality and showed that the most marginalised—including women, internally displaced people (IDPs) and refugees—bore the brunt of the pandemic. The response to the pandemic was further undermined by leaders in South Asia and some used the crisis to carry out human rights violations and to silence critics. It is vital that people across South Asia continue to voice dissent and defend their human rights in order to preserve and protect their rights. Therefore, SAHR's role as an advocate is to generate awareness on issues relating to democracy, pluralism, justice and peace; to ensure that citizens' rights are recognised and protected in the region, to support and empower HRDs in their struggle to protect their right to defend human rights, to energise South Asian solidarity across the region, to strengthen the voice of the people and reclaim the shrinking space for civic action.

The Strategic Framework for SAHR was developed on the basis of the Theory of Change which presents a blueprint for change, working towards a more sustainable and long-term strategy. The Change Map for SAHR includes all the adjustments and modifications needed to achieve the organisation's Vision: 'A South Asian region that guarantees political, economic, social and cultural conditions for all peoples to realize their rights and live in dignity, justice and peace'.

These are the changes that SAHR will actively deliver through their program activities. The Theory of Change was developed through a participative process using inputs by Bureau Members, members and SAHR's management, focusing on setting the strategic direction for the next few years. All suggestions were taken into consideration in developing the Change Process, which will be reflected in the Key Results areas.

## THEORY OF CHANGE



## KEY COMPONENTS OF SAHR STRATEGY

### STRATEGIC PLANNING PROCESS

The goal of the strategic planning process was to assist SAHR to re-align its program in the light of changing regional and national contexts. In addition, it set out to operationalise the organisation's program for the next three years in terms of the broad outcomes it hoped to achieve. The strategic planning process consisted of a series of workshops, meetings, and discussions involving the Bureau Members, members, and the management of SAHR. The strategic planning process followed a results-oriented approach and its key stages are summarised below.

### PROGRAMME OBJECTIVES

The following objectives were identified as crucial and practical to achieve SAHR's goals of visibility and resourcefulness:

1. Advocacy
2. Research and knowledge building
3. Networking and coalition building

### PROGRAMME AREAS

SAHR's regional level activism will be on the following thematic areas:

1. Freedom of Expression and Association
2. Right to defend human rights
3. Religious extremism
4. Response to the crisis in Afghanistan and the impact on South Asia.
5. Climate and environmental justice
6. Emerging challenges, issues and urgent action

### ACTIONS/ACTIVITIES

#### 1. Creation of Special Procedures and Special Rapporteurs of South Asia

SAHR to identify 3-4 South Asians (members or non-members who are experts in the relevant fields/sectors) in the capacity of 'Special Rapporteurs of South Asia' and request them to engage with common issues based on the programme areas. These SRs have been created following the UN special procedures assignments. They will be appointed as and when issues arise.

#### Objectives and tasks for the Special Rapporteurs would include:

- a) Drawing attention to national human rights issues which have regional impact, to strengthen regional advocacy.
- b) Raising awareness on particular issues at regional and global platforms.
- c) Engaging with leaders of regional governments, political leaders and civil society to resolve issues, challenge injustice and promote human rights
- d) Promoting South Asian expertise in problem solving and South Asian perspective
- e) Advocating for a South Asian Regional Human Rights Mechanism
- f) Influence and inform
- g) Producing reports/drafting statements / giving media interviews on specific issues addressed.

## **2. Facilitate and support national and regional civil society to connect and to address common human rights issues and concepts**

While addressing human rights issues common to the region, SAHR will also explore the gaps and the vacuums in the concepts of human rights created by thinkers of the west and how it fits in with the South Asian reality, as these initiatives will facilitate to discuss concepts such as sovereignty which are crucial to endeavour of re-imagining South Asia.

The activities are as follows:

- a) Organising biannual webinars on these issues
- b) Documenting of issues and advocacy processes
- c) Producing periodic briefing notes on issues strategic distribution
- d) Plan and conduct at least one evidence-based advocacy intervention as a follow up activity
- e) Issuing of press releases

## **3. Amplifying the voice of South Asians and modelling civil society best practices through the South Asian Elders**

A group of South Asian Elders (a group of eminent South Asian individuals) has been created and will be officially launched and introduced in 2022.

The task of the South Asian Elders would include:

- a) Drawing attention to national human rights issues at a regional platform, to strengthen regional advocacy

- b) Raising human rights issues at global platforms
- c) Engaging with leaders of regional governments, political leaders and civil society to resolve issues, challenge injustice and promote human rights
- d) Mentoring young human rights defenders and activists in regional advocacy mechanisms
- e) Promoting South Asian expertise in problem-solving and South Asian perspective
- f) Advocating for a South Asian Regional Human Rights Mechanism
- g) Playing a leadership role to instigate and strengthen regional cooperation and exchange between people and governments
- h) Influence and inform

## **4. Producing timely and appropriate knowledge and analysis to facilitate evidence-based advocacy**

- a) *State of Human Rights* - An annually published report on a common issue at regional level.
- b) Fact finding mission reports
- c) Research studies based on collaborative activism.

## **5. Energising South Asian Civil Society**

The objective of the revival of SAHR is linked to the revival of regional civil society. This activity will involve the constant mobilisation of people across the region, networking with other South Asian organisations for common regional issues and creating a South Asian platform for advocacy.

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***SAHR will also conduct a mobilization drive through national membership meetings as virtual and in person events to activate the members.***

#### **6. Advocating for justice for human rights violations through fact-finding missions and statements**

SAHR statements will ultimately lead to advocacy pressure in high places. Such statements form a major part of SAHR's communications strategy. SAHR's endorsement of joint statements will be considered on a case-by-case-basis.

#### **7. Leadership Training for mid-level human rights defenders in the South Asian region**

SAHR has identified a gap in terms of a training for mid-level human rights defenders in the region.

The proposed leadership course will entail content on movement building and histories of it around human rights, social justice and also current ongoing campaigns. Creating linkages between the participants and the activists committed to current campaigns also will take place. Since South Asia does not still have a regional human rights mechanism

it would be useful to engage discussions focused on the international machinery. The weight on the knowledge on international tools will be lesser in the course work.

SAHR plans a course in 3 phases. It has taken into consideration several challenges such as difficulty in physical meetings and strict visa systems as well as delivering the course in several local languages in addition to English.

#### **7. Advocating for right to defend human rights**

SAHR will take the lead in creating a network of HRDs to assist HRDs at risk who need to leave their country due to potential threat(s). It is a close collaboration of funding organisations, Organisations/HRDs at national and regional level in order to support HRDs at-risk as the core of the network. While acknowledging that HRDs are able to support on their individual capacity it was further decided that there should be a proper mechanism to handle HRDs in exile in a South Asian country to effectively support her/him in their exile.

Each case will be individually assessed and facilitated, taking into account the relevant HRD's personal details as well as the extent of the threat/intimidation against him/her SAHR' will play the coordinating role in this initiative.

## COMMUNICATIONS STRATEGY

Communication remains central to achieving SAHR's vision and mission. Advocacy and information dissemination is critical to maintain a relationship with our membership and the public. In this regard, the SAHR communications strategy aims to achieve the following objectives/outcomes:

I. SAHR should be visible as the amplified, collective voice of the people of South Asian identity in promoting and protecting Human Rights and respecting democratic values

II. Position SAHR as a key knowledge hub involving research and evidence-based advocacy in promoting and preserving human rights and democratic values while enhancing regional identity

### **Expected Outcomes and relevant action/activities**

Outcome 1 - Greater public awareness of SAHR's work through increased and sustained media coverage

#### **Action/Activities**

- Offer insights through special op-eds on common regional issues/SAHR themes (4-7 writers from each country or from a few selected countries)
- Quarterly Newsletter on SAHR activities
- Offer updates on important HR processes (such as UNHCR sessions, and offer country updates when in session etc.)

- Bureau Members/ membership with specific expertise to attend chat shows on television, relating to current regional issues (this will depend on the extent of SAHR's desired levels of visibility)
- Produce short videos based on SAHR research/publications
- Conduct quarterly virtual discussions/webinars based on current common regional issues/ SAHR themes

Outcome 2 - Enhanced media outreach to promote SAHR as a regional HRD network as well as its action/activities

#### **Action/Activities**

- Sustaining liaison with media personnel and journalists who cover national and regional HR issues
- Maintaining media contacts' database at a regional level
- Maintaining a database of resource personnel (members/non-members from the region/experts outside the region)
- Monitoring the trends and the patterns of how statements have been used

Outcome 3 - Regular maintenance of active social media pages and SAHR's website

**Action/Activities**

- Website analytics (to assess and improve website effectiveness)
- Boost social media campaigns
- Follow important HR organisations, well-known activists etc. on social media
- Upload weekly tweets on key HR issues in the region, to focus attention on regional issues and promote SAHR's stance on such issues
- Live streaming of virtual and other events conducted by SAHR
- Producing short videos of virtual meetings/dialogues/webinars and uploading them on social media
- Indicate SAHR's immediate response to regional events/issues
- Conduct a minimum of two social media campaigns annually, on issues linked to thematic areas, human rights and regional (or national issues with regional impact) issues that are least reported



## INSTITUTIONAL DEVELOPMENT

The successful management of SAHR's operations and the development of its overall organisational and institutional goals are vital, if it is to achieve the above objectives. The SAHR Bureau and staff will seek expert advice on the development of institutional capacity. The focus of capacity building will be on the following:

1. Developing a mobilisation strategy with appropriate communication and coordination mechanisms within the organisation
2. Strengthening the membership
3. Streamlining monitoring and evaluation to enhance quality assurance in SAHR's outputs
4. Strengthening the Secretariat

SAHR has also recognised that financial sustainability is an important goal. In the past, SAHR adopted a short-term funding approach which lacked continuity and follow-up, with regard to the impacts of the results and lessons learned. SAHR has developed strong links with existing donors in the past and in its quest to achieve financial sustainability, the organisation will build on these links to develop long-term funding relationships, while initiating and developing relationships with new donors. The need to diversify the donor portfolio and obtain core funding will be a key part of a fund-raising strategy that will be developed and put into action.

The organisational structure for 2022- 2025  
Membership: SAHR is founded on its membership base. It adopts an open approach

towards membership and the only condition imposed is the commitment to universally recognised human rights and to the adoption of peaceful means for their realisation.

**The Bureau:** The governing body of the organisation comprises of persons elected by the membership every three years. The Bureau determines organisational policies and oversees the design of programmes and implementation of activities in accordance with priorities identified by the membership.

**The Secretariat:** Located in Colombo, the Secretariat is headed by an Executive Director who is responsible for designing and implementing activities in different priority areas identified by the Bureau.

## FINANCIAL RESPONSIBILITY AND OVERSIGHT

The organisation's financial statements are audited annually. All contracts including employment and consultancy contracts for all full-time and part-time employees and consultants are authorised by the Executive Director and the relevant Bureau Member in charge. All expense vouchers and cheques are raised by the organisation's accountant and authorised by the Executive Director, and all cheques are signed by either one finance committee member and a Bureau Member or the Executive Director and one Finance Committee Member. A quarterly statement of finance is sent to the finance committee. The financial aspects of the organisation are



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supervised by the Chairperson and the finance committee member who are residents in Sri Lanka.

**Project Leadership:** The Executive Director will have overall responsibility for implementation of the project. The Programme Coordinator

will be responsible for implementing the project, together with the Secretariat and the membership. The Communication Coordinator will be responsible for SAHR's communication and advocacy initiatives.

## MONITORING AND EVALUATION

The preliminary quarterly monitoring will be carried out by the bureau and the committees. The Bureau determines organizational policies and oversees the design of programmes and implementation of activities in accordance with priorities identified by the membership.

A monitoring and evaluation systems for this Strategic Plan is necessary to ensure that SAHR has timely, focused, objective and evidence-based information on its performance. SAHR recognizes the monitoring and evaluation system as an integral aspect of its programming. SAHR prefers a joint monitoring and evaluation system with its membership consisting of the civil society organizations, networks and activists who are engaged in human rights interventions to enhance SAHR's capacity and to promote transparency and accountability.

The monitoring and evaluation will utilize a range of data collection methods to ensure adequacy of information both for internal management purposes and for performance monitoring and measurement of impact to the target groups.

Mechanisms to facilitate the monitoring and evaluation activities of this strategic plan shall include:

- Organising annual stakeholders' meetings to review the progress, challenges and issues likely to hinder the achievement of the objectives of this Strategic Plan.
- Decisions from these meetings to be used as input for the development of subsequent annual plans of action in line with this strategic plan

- Conduct midterm review (after 2.5 years) to assess the overall progress and effectiveness of the implementation including transparent communications to all stakeholders in terms of the achievements as well as possible shortfalls
- As part of measuring the real success of the strategic plan and its associated outcomes, there will be a significant need to have a functional data-base of quantitative and qualitative data consolidated at the central level but with input from the various network members at the grassroots level.
- A final review shall be conducted after 3 years to assess the achievements during the life of this strategic plan and draw lessons that will inform the next strategic planning period.

The monitoring and evaluation system shall also help assess the efficiency of SAHR internal processes in facilitating it to meet the needs of its primary stakeholders who are the vulnerable women. Learning and growth analysis of employee skills, their innovativeness, attention and their satisfaction shall also be considered in the M&E system implementation.

The strategic plan monitoring and reporting shall be organized into the following parts: Training in monitoring and reporting, data collection, data quality verification, analysis and management and dissemination and feedback.

## RISK ANALYSIS AND CONTINGENCY PLAN

The following table presents the risk and the corresponding strategies that SAHR will carry out to minimize those risks.

<b>RISK</b>	<b>RISK MINIMISING STRATEGY</b>
Escalating tensions between governments in South Asia	Enhancing the credibility of SAHR and using its eminent personalities to enable it to carry out its work
Increased restrictions on NGOs in the region/including FCRA regulations issues of money transfer/ difficulties in recruitment from the region	Re-schedule the programme or find an alternate venue that is conducive to SAHR's work Scale down the activity and carry it out in a discreet manner Implement SAHR's work through CSOs working in similar fields
Sri Lanka's dollar crisis has forced many NGOs and Networks and Welfare Organisations to scale down their activities and reduce personnel.	Plan out activities with collaborating with other NGOs and networks Apply for crown funding linking up with like- minded organisations
Donor policies and reduced funding for South Asia and regional activism	Engage with donors to highlight the importance of regional organisations and regional activism Widening the donor base
Non- issuance of visas and clearance for programs	Change location of the activity Use virtual platforms
COVID-19 pandemic and containment measures	Use virtual platforms
Increased financial restrictions in Sri Lanka affecting the functions of the SAHR Secretariat	Alternative registration and bank accounts
Non-interest of media in HR issues and becoming more corporate-oriented	Use of social media creatively Use alternative media platforms

## FINANCE AND RESOURCE MOBILISATION

ACTIVITIES/ ACTIONS	BUDGET (USD)
1. Creation of Special Procedures and Special Rapporteurs in South Asia	126,600
2. Facilitate and support national and regional civil society to connect and to address common human rights issues and concepts	16,100
3. Amplifying the voice of South Asians and modelling civil society best practices through the South Asian Elders	41,800
4. Producing timely and appropriate knowledge and analysis to facilitate evidence-based advocacy	68,900
5. Energising South Asian civil society	59,700
6. Advocating for justice for human rights violations through fact-finding missions and statements	69,700
7. Leadership Training for mid-level human rights defenders in the South Asian region	101,500
8. Advocating for the right to defend human rights	5,000
9. Institutional Development	147,890
10. Program-related Human Resources and Communications costs	315,800
11. Administration	41,800
<b>Total</b>	<b>994,790</b>



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