FRONTLINE AIDS

LESSONS FROM REAct:
TURNING EVIDENCE INTO ACTION

CONTENTS

INTRODUCTION:

PURPOSE OF THE PAPER

We have put together this REAct lessons learned paper, focused around the 3 main aims of REAct (see below) and using the experience and knowledge of our REAct implementing partners from the Nadoum and REACh programmes. We see it as a follow-up to the original REAct User Guide (2019), using examples and challenges generated by partners for shared learning. The purpose of this paper is to share lessons learned and recommendations between REAct implementors and to inform future REAct implementation and to ultimately improve the quality, scale up, and support the sustainability of REAct.

BACKGROUND & CONTEXT

The community-led monitoring (CLM) of human rights violations within the context of national HIV responses aims to assess both state and non-state actors' adherence to international human rights commitments. It facilitates meaningful participation and accountability for marginalised groups and helps guide programming for key and vulnerable populations.

Since 2019, Frontline AIDS has worked with partners in the Nadoum programme (funded by the Global Fund) to deliver a bespoke CLM approach using the REAct tool, which has had significant impact in Jordan, Lebanon and Tunisia. Additionally, since 2023, Frontline AIDS has also worked with four partners under the REACh programme (in Cameroon, Ghana, Senegal and South Africa; funded by EJAF) to implement REAct. These partners have generated valuable lessons on the basis of their experience of implementing REAct within both programmes.

ORGANISATIONS INVOLVED:

Lebanon: SIDC
Tunisia: ATL
Jordan: FOCCEC
South Africa: Gender DynamiX
Senegal: ANCS
Cameroon: CAMFAIDS
Ghana: Solace Initiative

THREE MAIN AIMS OF REAct:

- **Rights/Response:** Provide and refer clients to health, legal and other public services.

- **Evidence:** Record data about human rights violations experienced by individuals.

- **Action/advocacy:** Use this data to inform quality human rights-based HIV programming, policy and advocacy at national, regional and global levels.

METHODOLOGY

Information was collected through multiple sources from key REAct staff members at Frontline AIDS, as well as through evaluations (REACh mid-term review, Nadoum mid and end term evaluations) and feedback from partners given during in-person meetings (e.g. REACh meeting in Cape Town 2024, Nadoum learning meeting in Tunisia 2025).

We held a learning webinar in October 2025 to validate this paper with partners involved. The purpose was to reflect on the lessons together, as well as check the content is accurate and give participants an opportunity to add any missing elements or inputs.

LESSONS LEARNED
RESPONSE: REFERRING INDIVIDUALS TO SERVICES

Lesson 1: Strengthening referral mechanisms expands service accessibility and responsiveness

OBSERVATION:
Clients can face barriers to accessing timely and appropriate services due to stigma, fear of exposure or unsafe environments, and sometimes simply do not know where to find suitable services. For non-nationals, for example Sudanese and Yemeni people living in Jordan, referrals were sometimes limited by a lack of available services due to their immigration status.

ANALYSIS:
Effective referral systems require both comprehensive mapping of available services and strong partnerships that extend beyond the immediate programme network. When these are in place, REActors can link clients more quickly and safely to relevant, friendly, and accessible support, hopefully mitigating the fear of exposure or lack of access experienced by some clients.

LESSONS:
- Develop and maintain a local referrals and services library for each geographic area, mapping trusted and friendly services to streamline REActors' ability to connect clients with services.

  - Solace Initiative and CAMFAIDS both collated and distributed a comprehensive library of local services across the country for all REActors to utilise.

- Build partnerships with UN agencies and specialised legal, health, and digital rights organisations to expand the scope and inclusivity of referral pathways.

  - **Tunisia:** ATL provided emergency shelter, legal aid, and digital protection services via partners like Access Now.

  - **Jodan:** social stigma has made it difficult for organisations to openly discuss their work with the LGBT+ community, especially in forums or stakeholder meetings with government and civil society actors. To address this, FOCCEC asked to join UNHCR's referral cluster meetings; a space where international and local agencies and CSOs supporting vulnerable communities can share information on services and programs. This inclusion has allowed the FOCCEC to receive referrals securely and share data with other agencies, ensuring both client confidentiality and organisational safety while continuing their support for the LGBT+ community.

- Use REAct to trigger and coordinate a broad range of support services through both internal and external referral mechanisms:

  - **Lebanon:** SIDC and LANA coordinated referrals to mental health and psychosocial services (MHPSS), legal, sexual reproductive health rights (SRHR), and shelter services.

  - **Senegal:** ANCS has been supporting refugees who have experienced human rights violations through REAct, accompanying them and referring or directly providing services to meet their individual needs, from legal or psychosocial support to emergency food support.

Lesson 2: Safety and trust are essential for clients to access sensitive services, as well as for REActors to carry out their work within communities.

OBSERVATION:

In some locations, legal aid services were underused because clients feared being "outed" or facing reprisals. Additionally, REActors can face dangers in carrying out their work, and it's important that these risks are both understood and minimised by both the implementing organisations and the REActors themselves.

ANALYSIS:

When referral mechanisms are perceived as unsafe or overly visible, clients may avoid services entirely, even when they are needed. Shifting to discreet, trusted platforms can reduce perceived risks and build trust.

The safety of REActors is important to consider, and implementing organisations should do all they can to ensure that REActors have **realistic and context-specific** safety and security protocols in place, and that they are being adhered to.

LESSONS:

- Prioritise confidentiality and client safety when designing referral pathways for sensitive services like legal aid.

- Adapt referral mechanisms to safer, lower-profile channels to protect clients from harm and increase service uptake.

- Work with trusted intermediaries (e.g. discreet legal aid partners) to create safe entry points for those most at risk.

- In Senegal, confidentiality and security is a core part of the REActor training, and additionally REActors are selected from people already well-known within the community, which increases trust from clients.

- Ensure safety and security protocols are in place for both REActors and clients and try to ensure that these are realistic and appropriate for REActors e.g. not allowing data to be collected on personal devices; but providing REActors with a device they can use.

EVIDENCE: RECORDING HUMAN RIGHTS VIOLATIONS

Lesson 3: Consistent, high-quality data depends on stable, well-selected and supported REActors

OBSERVATION:
Data quality improves when dedicated REActors are in place. However, frequent turnover disrupts continuity, and recruitment processes are often top-down, with limited vetting or involvement from relevant staff, or choosing REActors who are not appropriate or community-based.

ANALYSIS:
High turnover may be linked to weak ownership, insufficient vetting, and unclear or informal terms of engagement (including poor/no renumeration). Participatory recruitment (such as taking voluntary applications or recommendations from peers), fair and formalised agreements, and targeted capacity-building can increase commitment, accountability, and effectiveness of REActors.

LESSONS:
- Use a participatory recruitment process, where interested staff or community members apply for the REActor role, to strengthen ownership and consistency.

- Formalise REActor roles through contracts (including volunteer agreements); ANCS found formalisation effective in retaining REActors.

- Enhancing internet connectivity and providing modest financial incentives for REActors could increase their motivation, enable real-time reporting, and ensure more comprehensive documentation of human rights violations. These targeted investments are low-cost but high-impact strategies to support frontline work. ANCS has the REActor role as a paid position, however, it's also in their contracts that they must document at least three cases per month, and submit a monthly report- but this has helped with engagement and REActors have been recording more cases.

- Provide specialist training and regular refreshers/ support for REActors, particularly around mental health, digital security and legal support for LGBT+ individuals, incorporating practical exercises and real-life scenarios to strengthen skills and application in fieldwork.

- Follow REActor selection guidance in Annex B to ensure quality and sustainability.

Lesson 4: Embed REAct data into routine programme improvement; data must be routinely analysed, shared, and acted upon to drive change

OBSERVATION:
While data is often collected and used for donor reporting, there is less focus on applying trends and patterns to adjust programming, improve referrals, or address emerging needs. Feedback loops to communities are weak; findings are rarely shared back, and response planning is not always led by those most affected.

ANALYSIS:
Without structured processes for reviewing and disseminating data, information remains underused, and communities lose opportunities to guide solutions. Routine analysis and feedback strengthen accountability, relevance, and community ownership, and when looked at through a programme decision-making lens, can trigger service improvements, refine referral systems, and strengthen protection measures.

LESSONS:
- Institutionalise quarterly or bi-annual REAct data reports- this data could be taken directly from the dashboards in Wanda, for example- to turn raw data into actionable insights and embed regular reflection into programme cycles.

- Systematically share key findings with communities and ensure that response planning includes those directly affected, closing the loop between data collection and action. An example could be a quarterly validation meeting with REActors, or a newsletter highlighting top-level trends and key activities.

  - CAMFAIDS and ANCS are both planning participatory analysis/validation meetings with REActors and key stakeholders to analyse REAct data, trends, challenges and successes.

  - SIDC have previously produced a 1-page REAct 'factsheet' to share with REActors, highlighting key figures, trends and general statistics around most common types of incidents and perpetrators.

  - Solace Initiative have connected with other organisations collecting data on human rights violations to share information and compile all the data for shared advocacy messaging. They also encourage Reactors to help identify allies (e.g. community leaders) who may be able to help with responding to cases and be influential in advocacy.

ADVOCACY: USING DATA TO INFLUENCE CHANGE

Lesson 5: Prioritise national-level advocacy before regional or global engagement

OBSERVATION:
Some partners attempt to influence regional or global human rights spaces without fully exhausting opportunities for change within their own national context.

ANALYSIS:
National advocacy often yields more direct and timely impact for affected communities. Regional or global platforms are more likely to respond when there is clear evidence of sustained national-level engagement and effort.

LESSONS:
- Prioritise building strong, evidence-backed advocacy at the national level before escalating to regional or global forums.

- Develop strategies that align REAct data with national policy reform opportunities and local advocacy campaigns.

- Targets could be the direct perpetrators of human rights violations, e.g. healthcare workers, police or community members. Or you may need to target the bodies or people that can influence the perpetrators actions or hold them accountable, such as ministries, government inspectorates, legislators, parliamentary committees, the justice system, donors, human rights institutions, local, district or national HIV response committees, and many others depending on your national context.

  - CAMFAIDS used the data they collected to guide concrete advocacy actions with key institutions such as the Cameroon Human Rights Commission (CDHC), the General Delegation for National Security (DGSN) and the Secretariat of State for Defence (SED).

  - In section 3.6 of the Data for Advocacy toolkit, there's a stakeholder analysis tool which may be useful.

Lesson 6: Build capacity to analyse and utilise both quantitative and qualitative REAct data

OBSERVATION:
Many partners lack the staff, systems or time to regularly review and analyse the qualitative case narratives and context-specific details captured in REAct.

ANALYSIS:
While national advocacy often benefits from summarised trends and statistics, local-level advocacy and programming require deeper qualitative insights. Without dedicated capacity for reviewing and interpreting narrative data, valuable context is lost, and advocacy risks becoming overly generic. Data-driven evidence can help build a more robust and compelling argument when engaging in advocacy.

LESSONS:

- Partners could designate a trained focal point within their team to regularly review and analyse qualitative REAct data and/or create personalised tables and dashboards to make it easy to see specific data analysis in Wanda.

- Make the most of the available (and free) resources around DHIS2 analytics capabilities, e.g. user guides on Wanda, online DHIS2 training and guidance etc. Also guides from Frontline AIDS such as the Data for Advocacy toolkit. (See Annex A)

Use both quantitative and qualitative data for advocacy—statistics and numbers can be useful to demonstrate scale, and case narratives can illustrate impact and urgency.

Lesson 7: Harmonise data systems to strengthen collaboration and analysis

OBSERVATION:
An example that in Senegal, ANCS and the National Observatory for LGBT Rights both document human rights violations but use incompatible data systems, potentially limiting opportunities for joint analysis.

ANALYSIS:
Lack of data standardisation creates silos, prevents comprehensive reporting, and weakens collective advocacy. It's not likely that everyone will move to using just one system, so harmonising or aligning tools and formats enable more accurate trend analysis and strengthens coalition efforts.

LESSONS:

- Work towards shared data standards, indicators, and agreed protocols for information-sharing among key partners.

- Explore opportunities to align REAct with other national human rights documentation systems without compromising confidentiality.

- This year ANCS plans to organise a validation workshop of their annual human rights violations report, to enable civil society, WHO representatives and other key stakeholders to engage with the data.

Lesson 8: Strengthen community engagement and feedback loops in data for advocacy

OBSERVATION:
Few partners have structured processes for sharing REAct findings back to communities and involving them in advocacy and programme planning. potentially limiting opportunities for joint analysis.

ANALYSIS:
Without community feedback, data use risks being extractive and disconnected from the needs of those most affected. Feedback loops build trust, improve accuracy, and empower communities to shape solutions. This is quite similar to Lesson 4, but more about increasing community engagement in using data for advocacy and around shaping and communicating advocacy aims and successes with the communities.

CROSSCUTTING/OTHER RECOMMENDATIONS: CAPACITY, FUNDING, AND INNOVATION FOR REAct

1 SECURE DEDICATED FUNDING FOR SUSTAINED CAPACITY STRENGTHENING

Allocate consistent resources- within programme budgets or via dedicated grants- for technical assistance, specialised training, and partner support. Without this, the original commitment to provide ongoing, meaningful capacity strengthening risks being undermined, reducing long-term impact and sustainability.

2 INVEST IN STABLE STAFFING FOR DATA AND ADVOCACY

Move away from short-term stipends where possible towards more reliable, flexible funding for full-time staff to maintain continuous data collection, human rights monitoring, and advocacy. Stable staffing also strengthens partnerships with broader human rights organisations and improves programme responsiveness.

3 EXPAND REACT ADOPTION AND TECHNICAL ASSISTANCE

Leverage momentum from partners- such as the Global Fund in Senegal, which has adopted REAct in the grant managed by ANCS- to cascade the model to new contexts. Expand technical assistance beyond current REACh and Nadoum partners, supporting a transition to robust, standardised human rights documentation systems.

4 ESTABLISH A RAPID-DEPLOYMENT CONSULTANT ROSTER

Create a pre-approved roster of local and regional consultants with expertise in crisis response, human rights law, and digital advocacy. This would allow swift, targeted support during emergencies or advocacy opportunities.

5 DEVELOP A CENTRALISED REACh RESOURCE PORTAL

Launch an online platform housing best practices, case studies, training resources, and advocacy tools on crisis management and LGBT+ rights. A shared knowledge hub would foster peer learning, increase efficiency, and improve response quality.

6 PROMOTE AND ADVOCATE REAct WITHIN COMMUNITIES

Engage community leaders, other community organisations, REActors, and local networks to increase visibility and understanding of REAct. Use posters, community events, and social media to encourage potential clients to seek assistance and to highlight the programme's impact and success. Strengthening community awareness will build trust and foster greater participation.

STORIES OF CHANGE:

TUNISIA:

In Tunisia, ATL and partners formed new alliances with digital rights experts to address online hate speech, harassment, doxing and 'outing', which were increasingly reported by LGBT+ clients through REAct. ATL and partners documented individuals being disowned by their family, socially isolated, and experiencing psychological ill health as a consequence. The trend was driven by online hate campaigns and state actors which targeted individuals on social media platforms using illegitimately obtained digital information to create evidence for prosecutions[1],[2]. ATL and partners collaborated with digital rights experts who can now proactively remove online content that puts people at risk. They continue to call on the Government to hold those responsible to account and to protect the safety and wellbeing of individuals and human rights organisations.

CAMEROON:

The introduction of the REAct tool has enabled systematic and safe documentation of abuses against LGBT+ communities in Cameroon, revealing that most violence occurs within the private sphere and exposing the State's limited protection of this community.

In response, an awareness-raising programme was launched to prevent human rights abuses, protect personal data, combat intra-community homophobia, and support access to education for vulnerable groups. Film-discussion sessions featuring titles such as *Stonewall, Love Simon,* and *Mandela: A Long Walk to Freedom* provided safe spaces for dialogue on identity, oppression, fundamental rights, and mental health. A series of awareness-raising media spots promoting tolerance and human rights further amplified these messages, directly reaching more than 300 members of sexual and gender minorities.

REAct data has also informed targeted advocacy with key institutions, including the Cameroon Human Rights Commission (CDHC), the General Delegation for National Security (DGSN), and the Secretariat of State for Defence (SED). This advocacy has led to concrete recommendations: ensuring the CDHC integrates LGBT+ rights violations in its reports and follows up cases impartially; reminding law enforcement of their protective duties and accountability for abuses; and raising awareness within the SED on the importance of safeguarding vulnerable populations.

These actions have strengthened collaboration with other state institutions, including MINPROFF and MINJUSTICE, expanding the reach and impact of initiatives for the protection of LGBT+ rights in Cameroon.

LEBANON:

Using findings from REAct about the rates and impact of stigma experienced, SIDC worked with the Lebanese professional bodies for nurses and social workers to publish a joint position statement upholding the right of people living with HIV and marginalized communities to access services free from stigma and discrimination. The Order of Midwives strengthened its anti-discrimination policy in response to the findings and co-convened an event to share their experience of tackling stigma and discrimination at health care settings[3]. SIDC secured major advances for prison inmates' health following strategic advocacy with government representatives and partners. This work was prompted and informed by analysis of REAct data and subsequent research with inmates and ex-prisoners. Inmates reported the absence of any medical attention for conditions ranging from poor eyesight, respiratory problems, and sepsis, to HIV and STIs.

The lack of medical attention, medication, and other treatment options led to the worsening of health conditions. It also resulted in risky attempts at self-treatment as well as bullying from other inmates. SIDC developed a position paper on inmates' needs, which was presented to government representatives and prison management. Immediate positive changes were seen in the provision of medication and referrals for treatment. SIDC and partners continue to monitor conditions and conduct 'soft' advocacy to bring about further positive results for prison inmates.

JORDAN:

Amidst an increasingly unsafe environment for LGBT+ people in Jordan, REAct has created a mechanism for gender and sexual minorities to have their experiences heard and to access comprehensive HIV, SRHR and legal services. The creation of feedback loops between FOCCEC programme managers and service staff, REActors and community members has supported the sharing of ideas for programme and service innovations. One such innovation was FOCCEC's development of a comprehensive digital service offer which has extended access to those unable to visit FOCCEC's sites and/or in need of urgent assistance outside usual operating hours.

STORIES OF CHANGE:

GHANA:

In Ghana, Solace Initiative established an emergency hotline to respond to the daily realities of stigma, discrimination, violence and rejection faced by LGBTQI+ people. What began as a phone line has become one of the country's strongest community-led support systems, with almost 200 cases documented between 2023 and 2025.

Through the hotline, survivors have been supported with crisis counselling, safety planning, relocation, and accompaniment to health and legal services. In one case, a young man who faced eviction after being outed was provided with counselling and intervention to calm the situation, helping him move from fear and shame to a place of safety and dignity. Two lesbian couples evicted by their landlord received emergency shelter and support to rebuild their lives. A young woman who survived sexual assault was accompanied to medical appointments, supported through her abortion process, and offered counselling to deal with trauma.

The hotline has also addressed emerging threats such as online blackmail and cybercrime, with operators proactively educating communities, sharing safety tips, and warning about traps used to extort and harm LGBTQI+ individuals.

Solace Initiative uses REAct to document all violations, ensuring cases are not forgotten but instead used to demand justice. Regional operators strengthen trust and solidarity by ensuring help is always close by and community-led.

The hotline has become more than a number to call — it is a model of community-driven protection that is now being replicated by other organisations. It is saving lives, restoring dignity, and strengthening the fight for equality in Ghana.

SENEGAL:

In 2025, ANCS provided emergency food support to refugees, including five new victims recently arrived in Dakar. With additional financial assistance of 100,000 CFA francs (around 180USD), ANCS was able to purchase food supplies that ensured sufficient and balanced nutrition, contributing to the stability and well-being of beneficiaries.

REAct data has also highlighted the urgent protection needs of marginalised refugees. In one case, Mariatou, a young Gambian woman, fled her country after family rejection and abuse due to her sexual orientation. On arrival in Dakar without shelter or resources, she was supported by ANCS to access temporary housing and basic assistance, offering her safety and hope for a more dignified life.

In another case, Modou and his friend were blackmailed in The Gambia after private data was stolen and circulated online, leading to extortion, public exposure, and fear of arrest. After fleeing to Senegal in early 2025, ANCS provided housing, food assistance, and support with legal and social processes.

ANCS also intervened to support a young man who was outed during a family gathering when a private video was shown without his consent, triggering violence and threats. After fleeing to Senegal, he continued to face harassment in his new community. ANCS provided psychosocial and legal support to help him recover and rebuild his life.

These cases illustrate the essential role of REAct in documenting violations and ensuring the care and protection of vulnerable people in Senegal, particularly marginalised refugees facing violence, discrimination, and exclusion.

1 Human Rights Watch, 2023. Jordan: Security Forces Target LGBT Activists https://www.hrw.org/news/2023/12/04/jordan-security-forces-target-lgbt-activists

2 Human Rights Watch, 2023. "All This Terror Because of a Photo" - Digital Targeting and Its Offline Consequences for LGBT People in the Middle East and North Africa. Available at: https://www.hrw.org/report/2023/02/21/all-terror-because-photo/digital-targeting-and-its-offline-consequences-lgbt

3 World Health Organization, 2024. Ensuring quality health care by reducing HIV-related stigma and discrimination: technical brief. Geneva: World Health Organization. Licence: CC BY-NC-SA 3.0 IGO.

ANNEX A: USEFUL LINKS AND DOCUMENTS

RESOURCE	LINK/LANGUAGE	DESCRIPTION	TYPE OF DOC
REAct GUIDANCE			
REAct User Guide	**English** **French** **Arabic**	This user guide is for all organisations interested in implementing a human rights documentation and monitoring system. *(Version published in 2019)*	Guide/learning
Gender REAct User Guide	**English** **French** **Arabic**	Gender REAct provides a set of new tools to complement – and be used alongside – those in the original REAct User Guide. *(First published in 2021)*	Guide/learning
REAct e-learning course	**English** **French**	This course uses the same base material used within the REAct training (contained within the REAct User Guide) in Units, and has activities and quizzes to check understanding. This is free for anyone to access (though they must sign up for an account if they want to save progress), or a cohort access can be arranged, which would enable a forum to be set up (contact Layla for more information).	Learning
Training in Gender REAct (PowerPoint)	**English** **French** **Arabic**	A PowerPoint presentation that can be used to present the Gender REAct content.	Learning/tool
Data for Advocacy Toolkit		Coming soon...	Guide/learning
Wanda User Guides	**English**		Guide/learning
REAct LEARNING AND REPORTS			
Rights and Reactions: Results and Lessons Learned From React	**English**	Results and lessons learned from REAct, a community-led human rights documentation and response system. This report explores the experiences, results and lessons from the implementation of REAct in eight countries during 2019-2020 – Uganda, Kenya, Mozambique, Ukraine, Kyrgyzstan, Tajikistan, Georgia and Moldova – where it is being implemented at different scales and paces.	Evaluation/report
Protectors or Perpetrators? The impact of unlawful policing on HIV, human rights and justice	**English** **Russian**	In this report, real-life stories lay bare how unlawful policing impacts on human rights, on access to justice and on the HIV response. These stories capture the resilience and courage of marginalised people and communities in the face of persistent stigma, discrimination and violence.	Report 2022
BEYOND REAct			
Implementing and scaling up programmes to remove human rights-related barriers to HIV services	**English** **French** **Russian**	This guide provides practical guidance on how to design, implement and monitor programmes aimed at removing human rights-barriers to HIV services.	Guide
Integrating Human Rights Monitoring Into The National HIV Response	**English** **French**	Case studies about embedding community-based human rights monitoring into the national HIV response. These case studies show how REAct, a community-based human rights monitoring and response programme developed by Frontline AIDS, is being embedded in the national HIV response in South Africa and Cote d'Ivoire.	Publication/resource

ANNEX B: SELECTION CRITERIA FOR REActors

The selection of REActors is crucial to implement REAct on the ground effectively. In addition, organisations have different models for the selection of REActors.

Crucially REActors should be well-integrated, trusted and embedded within their communities. They should ideally have experience in community work and a passion and interest in human rights issues. REActors must have good interpersonal skills to document cases and liaise with clients, as well as some literacy and digital skills.

In Senegal, the first round of recruitment of REActors were programme managers and M&E officers, but quickly, ANCS changed their strategy and recruited members of key populations. In Lebanon, the organisations work very closely with the community, but REACtors are mainly case workers or outreach workers working with the community.

In some cases, the recruitment of REActors was based on consultation with a range of community-based stakeholders, including KP networks, to ensure the REActors are trusted, community members.

SELECTION OF REActors IN DIFFERENT CONTEXTS

WHO
- Key populations, social workers, outreach workers, case managers, paralegals and unemployed youth

PROCESS
- Consultation with a range of community-based stakeholders, including KP networks
- Formal recruitment- advert, selection process etc.
- Existing peer educators or staff of the implementing organisation (sustainability)

CRITERIA
- A minimum level of basic education
- Written and digital literacy
- Well-integrated, trusted and embedded in communities
- Experience in community work, interest and passion for human rights
- Good interpersonal skills
- KPs or direct contact with clients