



# Network Movement for Justice and Development (NMJD)

**TWENTY- FIVE  
YEAR STRATEGIC  
DIRECTION  
“TOWARDS  
BUILDING SOCIAL  
MOVEMENTS FOR  
THE  
TRANSFORMATION  
OF SOCIETY”**

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**2016 – 2041**

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Table of Contents

1. INTRODUCTION ..... 4

2. WHY THE 25 YEARS NMJD STRATEGY? ..... 5

3. WHO WE ARE ..... 6

Vision.....6

Mission .....6

Core Values.....6

Core Distinctive Advantages.....7

4. CORE ACHIEVEMENTS IN THE LAST 25 YEARS.....

5. THE DRIVERS OF CHANGE IN THE NEXT 25 YEARS ..... 10

Natural resources.....11

Climate Change .....11

Infrastructural Development.....12

Multilateral and Bilateral Institutions.....12

Global Solidarity Movements .....12

New Actors Entering the Spaces in which Civil Societies Operate .....12

Next generation of Civil Society Leaders.....12

Democratic Aspirations of Young People.....13

The Media.....13

Deeping Inequality and Political Polarization .....14

Emergence of New Accountabilities .....14

6. STRATEGIC PRIORITIES.....14

<b>Strategic Priority 1:</b> .....	<b>14</b>
<i>Why does it matter?</i> .....	15
<i>What NMJD wants to see in Sierra Leone in the next 25 years</i> .....	15
<i>NMJD’s contribution in the next 25 years</i> .....	16
<b>Strategic Priority 2:</b> .....	<b>16</b>
<i>Why does this Matter?</i> .....	16
<i>What NMJD wants to see in Sierra Leone in the next 25 years</i> .....	17
<i>NMJD’s contribution in the next 25 years</i> .....	17
<b>Strategic Priority 3:</b> .....	<b>18</b>
<i>Why does this matter?</i> .....	18
<i>What NMJD wants to see in Sierra Leone in the next 25 years</i> .....	19
<i>NMJD contribution in the next 25 years</i> .....	19
<b>7. ASSUMPTIONS AND RISKS</b> .....	<b>19</b>
<b>Assumptions</b> .....	<b>20</b>
<b>Risks</b> .....	<b>20</b>
<b>8. OUR APPROACHES</b> .....	<b>20</b>
<b>8.2 Participatory Action-Reflection-Action</b> .....	<b>20</b>
<b>8.3 Influencing and Campaigning</b> .....	<b>20</b>
<b>8.4 Working in Partnerships and Alliances</b> .....	<b>21</b>
<b>9. KEEPING THE STRATEGY ALIVE</b> .....	<b>21</b>
<b>9.1 Work towards Becoming an Effective Learning Organization</b> .....	<b>21</b>
<b>9.2 Focus more on Evidence Based Advocacy and Social Accountability</b> .....	<b>21</b>
<b>9.3 Put Programme Quality at the Heart of Our Work</b> .....	<b>21</b>
<b>9.4 Secure Sustainable Funding</b> .....	<b>21</b>
<b>9.5 Foster Organizational and Staff Development</b> .....	<b>22</b>
<b>10. CONCLUSION</b> .....	<b>22</b>

## **ACRONYMS**

ACC	Anti Corruption Commission
AfDB	African Development Bank
AIMES	African Initiatives on Mining Environment and Society
CCYA	Centre for the Coordination of Youth Activities
CSO	Civil Society Organization
ECSR	Economic Cultural and Social Rights
EPA	Environmental Protection Agency
GOSL	Government of Sierra Leone
HRCSL	Human Rights Commission of Sierra Leone
IANRA	International Alliance on Natural Resources in Africa
IMF	International Monetary Fund
IMC	Independent Media Commission
NATCOM	National Telecommunications Communications Commission
NCD	National Commission for Democracy
NEC	National Electoral Commission
NMJD	Network Movement for Justice and Development
NCP	National Commission for Privatization
NMA	National Minerals Agency
ONS	Office of National Security
OGP	Open Government Partnership
OSIWA	Open Society Initiative for West Africa
PPRC	Political Party Registration Commission
SCSL	Special Court for Sierra Leone
SLCDDT	Sierra Leone Conference on Development and Transformation
SLEITI	Sierra Leone Extractive Industries Transparency Initiative
UN	United Nations
UNDP	United Nations Development Programme
WB	World Bank
WTO	World Trade Organization

## 1. INTRODUCTION

The purpose of this NMJD strategic direction is to provide a framework for engagement in Sierra Leone in the next 25 years. The strategy establishes a baseline, highlights a number of “drivers of change”, key assumptions and risks Sierra Leone will face as it moves toward 2041.

In February 2012 the government of Sierra Leone (GOSL) organized the Sierra Leone Conference on Development and Transformation (SLCDT) with the aim of presenting a vision of Sierra Leone transformed into a middle income country by 2035 and into a net lender within 50 years. Both NMJD and the Government are consistent in terms of adopting long range strategic directions for Sierra Leone.

The NMJD strategic direction is informed by a review of the operating context of Sierra Leone through an inclusive stakeholder’s national conference organised by NMJD, programme implementation experiences, strategy review workshops, contributions by key stakeholders and various conversations with Management.

The strategy encapsulates NMJD’s aspirations about the future of Sierra Leone in the next 25 years. This strategy presents the focus areas of the work of NMJD, what it wants to see in Sierra Leone in the next 25 years and what it will contribute in the next 25 years together with its partners and allies to support national development.

NMJD commits itself to 3 key strategic priorities against which it will be held to account:

- Animate citizens’ empowerment, build leadership and movements to inspire positive change and to demand public institutions to work in ways that are just, accountable and inclusive.
- Strengthen civil society to effectively collaborate in representing public interests, justice and fairness.
- Promote responsive, inclusive, transparent and accountable democratic governance at all levels and in all sectors of society

The three strategic priorities will be delivered through interlinking and mutually reinforcing programmes through five-year strategic plans implemented at local and national levels. The strategic plan will inform staff and partners about the key priorities for the next five years and contribute to shaping their work accordingly.

NMJD’s approach to achieving outcomes from the three strategic priorities are as follows:

- Application of human rights-based approaches to all processes, planning and actions
- Promotion of participatory adult education learning cycle: action-reflection-action process (conscientization)
- Campaigning and influencing together with others committed to overcoming forces that reinforce poverty, inequality and injustice at local, national, regional and global levels.
- Engaging proactively in partnerships and alliances to build a formidable movement for change, learning, sharing and holding those with power accountable.

NMJD will not remain to be the same in the changing operational contexts. To remain relevant and effective in the next 25 coming years, we will transform our leadership, improve our systems, diversify our income and

harness the remarkable people-power of our staff, our committed Board, our volunteers, our supporters and our constituencies.

## 2. WHY THE 25 YEARS NMJD STRATEGY?

Sierra Leone has attempted to make positive strides in the last ten years in economic growth, provision of basic essential services, development of infrastructure, strengthening of the justice system, even though from a very low level. In spite of these attempts, the ability of large segments of the citizenry to earn the income needed to assure improved standards of family life, access to education and healthcare as well as savings for retirement continues to be a major challenge. The centrally organized National Health Service reaches only 35% of the population (acaps, 2015). Access to sources of improved drinking water is 57% & improved sanitation facilities is 40%. The population with both improved source of water & sanitation facilities is 10%. (Multi Cluster Survey (MIC) 2010, Agenda For Prosperity (AFP))

In spite of current efforts, it is not hard to see that poor governance, inadequate criminal justice systems, corruption and identity politics will continue to play influential roles in the acquisition and distribution of wealth and political influence in Sierra Leone. Being clear sighted in the analysis about the drivers of change in the next 25 years will enable NMJD to identify the challenges and opportunities that lie ahead. The period is substantial enough but not too long, in the sense that in the next twenty five years, the Sierra Leoneans born today will be taking on their adult roles.

In February 2012 the government of Sierra Leone (GOSL) organized the Sierra Leone Conference on Development and Transformation (SLCDT) with the aim of presenting a vision of Sierra Leone transformed into a middle income country by 2035 and into a net lender within 50 years. This initiative was followed by the launch of the third Poverty Reduction Strategy Paper (PRSP III), also known as the 'Agenda for Prosperity', in the first quarter of 2013. Countries that are truly able to predict and prepare well can harness their resources in ways that contribute to the general welfare of their country and have the chance to be in the progressive scenario. The NMJD strategy for the next 25 years is consistent with the time frame the government has set for the transformation of Sierra Leone into a middle income country.

*In the next 25 years, NMJD would look different. Civil Society Organizations will have to work hard to be relevant and to make a real contribution to overcoming poverty and suffering. This requires an understanding of the context, especially the power relations between these institutions, the government and Civil society organizations and the impact of what it does now and in the next 25 years.*

NMJD wants to be a sustainable organization. There are, however, some fundamental shifts taking place at global and local levels that will shape the sustainability of future of Civil Society Organizations. There are multilateral and bilateral institutions that set global agendas and put in place significant resources to influence government and civil society action. Such an understanding will allow NMJD to focus on the alignment of strategy, structure, processes, people, results and funding for the achievement of sustainability.

NMJD operates in a context in which many national institutions have been established with no determined end to their life span. These institutions include National Revenue Authority (NRA), National Social Security and Insurance Trust (NASSIT), National Telecommunications Commission (NATCOM), the Human Rights Commission of Sierra Leone (HRCSL), Independent Media commission (IMC), Political Parties Registration Commission (PPRC), Anti-corruption Commission (ACC), Environmental Protection Agency (EPA), National Privatization Commission (NPC), National Commission for Democracy (NCD), National Elections Commission

(NEC), the National Minerals Agency (NMA) and others. The power of these institutions will contribute in part to defining the prosperity of this nation. NMJD regards these institutions as levers of change that present great opportunity for consolidation and rapid progress in the next 25 years. NMJD needs a high degree of sophistication and a highly tuned power analysis to engage with the constant shifting power of these institutions in the next 25 years.

Finally, globalization and the information technology revolution have provided unprecedented opportunities for facilitation of the emergence of active citizenship and responsive governance in Sierra Leone that is contributing to shaping what is happening today and what we can expect over the next 25 years. NMJD needs to seize the initiative and take advantage of these emerging trends. MNJD needs strategies and organizational development policies and frameworks to take advantage of these opportunities to maximize its comparative advantage bringing about the necessary actions to influence changes that will contribute to the needs of institutions that are capable and responsive, and with leaders in politics, business and society willing to behave in democratic and accountable ways.

### 3. WHO WE ARE

NMJD's vision, mission, core values, distinctiveness and work is founded and driven by a simple practical dream, to see a Sierra Leone where basic rights of citizens are protected & promoted (especially ECSR) and justice is delivered to the poor and are empowered to challenge the systems that keep them in abject poverty. Since its inception, these vision and mission remain urgent and relevant.

#### ***Vision***

A just and self-reliant Sierra Leonean society, where women, men, children, youth, persons with disability and communities are conscientized and live in dignity without fear and discrimination especially on grounds of sex, race, faith, socio-economic and political status and orientation.

#### ***Mission***

The Network Movement for Justice and Development is a Sierra Leonean civil society organization that engages in advocacy and strengthens the capacity of civil society organizations and right holders to effectively engage women, men, children, communities, government and other actors for the transformation of society.

#### ***Core Values***

These values guide us in our decision making in all of what we do.

1. **Commitment to the transformation of society** - We work with our partners to empower citizens to take control of their own development and in the role of change facilitator we connect and expand citizens' engagement from local to national actors to have greater influence on changing society.
2. **Participation and inclusiveness at all levels**- We actively listen to and engage with people living in poverty, linking them structurally to sustainable development processes that are both fair and just. We believe that better inclusion of the poor in public agendas has the potential to enable change for a large numbers of people.
3. **Accountability and transparency**- We believe that we should be accountable and transparent to those we serve, those who support us and those we work with. We are committed to ensuring the

judicious use of all the resources entrusted to us and accountable for our work and transparent in our decision making to maximize our impact and effectiveness.

4. **Respect for individual's dignity**- We respect the intrinsic dignity of every person, regardless of race, gender, tribe, religion or politics. We try always to celebrate differences and create relationships of mutual respect.
5. **Gender equity and justice**- We value diversity and the equal worth of all people. We embrace respect for human rights, rule of law, Just and fair treatment of people. We promote the course of women, people with disability, children and minorities for justice and equality.
6. **Reflection, learning and sharing** - We learn from experience and global advances to deepen our understanding and to promote the most appropriate solutions to contribute to positive change. We share our experiences and concerns to maximize our impact.
7. **Mutuality in partnership** - We work alongside other organisations, communities, staff and supporters on the basis of mutual trust, shared values and resources to change our society for the better.
8. **Solidarity with the poor and those struggling for change in society**- We walk alongside poor and disadvantaged communities to challenge the policies and systems that keep people poor.

### ***Distinctiveness***

NMJD aspires to be the vanguard for social change by facilitating the mobilization and organization of Social Movements and enhancing their capacity to engage at all levels for socio-economic, cultural, political and technological transformation using innovative approaches and promoting alternative value systems.

### ***Core Distinctive Advantages***

NMJD is a national Civil Society Organization established in 1988. We have many years of development, campaigning and influencing experience using participatory and human rights based approaches. We take part in rights based programmes with other partners from analysis, programme design, reviews and implementation. We enable people to achieve social change by facilitating the mobilization and organization of Social Movements and enhancing their capacity to engage at all levels for socio-economic, cultural, technological and political transformation using innovative approaches and promoting alternative value systems.

We have national presence and capacity to understand opportunities and threats in the operating environment of Sierra Leone and a wide constituency reach. We work in diverse contexts and adapt our work accordingly. We are present in all the regions of the country, namely Southern, Eastern, Northern and Western regions of Sierra Leone.

NMJD is well positioned to work in partnership. We have long standing experience working with local and international partners, communities and their representative organizations. We have strategic and project relationships with partners. We are part of national, regional and continental movements, coalitions and networks including inter-country alliances and cross border civil society networks such as The Mano River Union Civil Society Platform on Natural Resource Rights and Governance (MRU Platform), African Initiative on Mining Environment and Society (AIMES), International Alliance on Natural Resources in Africa (IANRA), the Kimberley Process Certification Scheme Civil Society Coalition (KP CSC). Our partners include active citizens movements, public and private institutions.



We have experience in engaging with government issues on natural resources, service delivery (health, education and food security), corruption, youth empowerment, women empowerment and gender justice, and has been one of the leading agencies and published documents on the extractive Sector. We have participated in consultative meetings and regularly consulted on a number of national issues of interest including, the Negotiation for Peace in 1999 (Lome Peace Accord), the Transitional Justice Systems (TRC), the Human Rights Commission for Sierra Leone (HRCSL), the Sierra Leone Conference on Transformation and Development (SLCTD), Agenda for Prosperity (Pillar II), Open Government Partnership (OGP), the Sierra Leone Extractive Industries Transparency Initiative (SLEITI), and the Anti-Corruption Commission (ACC).

We have direct experience working with other organizations to create and disseminate knowledge and have published many articles and documents on the extractive sector, taxation, health service delivery, land grabbing.

#### **4. CORE ACHIEVEMENTS IN THE LAST 25 YEARS**

Despite the several challenges that we faced in the last 25 years, particularly in the formative years when the democratic and civic spaces were land mines for civic activists, we made significant progress towards the realization of the goals we set ourselves in the beginning. We have disaggregated these achievements into different thematic areas:

##### ***Youth***

- We mobilized and organized youth into strong groups and coalitions with democratically-elected leaderships in the eastern region in response to the situations youth found themselves in at the time, which led them to play different roles in the 11 years civil war (both as victims and as perpetrators).
- We trained youth and facilitated them to participate in the development processes of their communities in collaboration with local authorities e.g. undertaking feeder roads construction in Fiamra, Gbense and Kamara chiefdoms in Kono district, Simbaru, Kanduleppiam, Gorahun and Tunkia chiefdoms in Kenema district among others.
- Supported youth to embark on farming/food production e.g. the youth farmers association of Blama in Small Bo chiefdom produced over 600 bushels of rice in the first year of their engagement in rice farming.
- We trained youth in leadership and supported them to contest for elective positions in the local councils and the House of Parliament: 23 councilors were elected (11 in Kenema district and 12 in Kono district including the then Mayor of Kono New Sembahun City Council), six MPs (3 in Kono district and 3 in Kenema district), 38 youth were elected into the Ward Development Committees, etc.

##### ***Community Empowerment***

- We animated local communities and equipped them with the necessary skills and tools to hold policy makers and service providers in their communities accountable for their actions and inactions. We facilitated the establishment of Village Development Committees (VDC) to serve as agents of social change and to lead the accountability actions e.g. At Kpanguma in Kakua chiefdom, the primary school head teacher was misusing the government subsidies whilst the school infrastructure was in a bad state. The VDC took up this matter with the highest authorities in the southern region. The head teacher was subsequently removed from the school. In the same chiefdom also, a contract was awarded for the construction of a bridge linking Borbu and Kpanguma communities. The VDC members monitored the process right through; and when they realized the contractor wanted to deviate from the agreed specifications so as to narrow the bridge, they stopped him from continuing the work and reported the matter to the regional engineer who awarded him the contract. The contractor eventually reverted to the original specifications.

- We facilitated the establishment of Independent Monitoring Teams in the Western Area and in Bombali district to monitor social service delivery. These Teams monitored the free healthcare policy and successfully held some healthcare workers that were found culpable accountable; some of them even lost their jobs.
- We facilitated and supported the holding of quarterly district and chiefdom accountability sessions, bringing together chiefs, councilors, MPs, service providers, societal heads and other citizens; these sessions increased citizens participation in governance and ensured quality service delivery.
- We contributed towards transforming people’s personal lives in the communities that we worked through training, mentoring and coaching e.g. Batu Bangalie became a community health volunteer, Christiana Johnbull became Chairlady for World Vision Micro Credit Project, Joseph Sawyer became Paralegal Officer with TIMAP for Justice and Morie Squire became a teacher after serving as STAR Circle facilitator, etc all in the southern region.
- We supported 1500 highly-deprived girls in Kono district with tuition, books, uniforms and feeding to complete primary school and enter secondary school in Kono.

### ***Community Broadcasting***

- We are a founding member of the Community Radio Network (CORNET), established to raise awareness about the relevance of community radio in governance and national development and to promote and support community radio broadcasting in the country. With support from OSIWA, CORNET facilitated the establishment of community radio stations in almost all the districts of the country.
- We facilitated the establishment of the Eastern Community Radio covering the entire eastern region.

### ***Extractive Sector***

- We collaborated with Partnership Africa Canada in 2000 to raise awareness nationally and internationally about the connections between diamonds and the civil conflicts in Sierra Leone. We did this through a research whose report titled: “The Heart of the Matter – Sierra Leone, Diamonds and Human Security” was simultaneously launched in Sierra Leone and Canada among other places in January 2000. In order for us to take forward the recommendations of the report, we organized civil society, journalists, local communities and schools clubs on mining into strong advocacy groups such as the “Campaign for Just Mining in Sierra Leone”, Association of Journalists on Mining and Extractives and the Affected Property Owners Association among others.
- We commissioned a comprehensive study in 2001 to analyze and critique existing mining-related laws and policies in the country, to identify the gaps and challenges and make concrete recommendations to the government for recommendations. This triggered public discussions on the legal framework covering diamond mining in Sierra Leone, eventually resulting in the enactment of the Mines and Minerals Act of 2009.
- We undertook a comprehensive study of the Diamond Area Community Development Fund (disbursement, management, utilization, community participation, etc.) and proffered concrete recommendations to the government and local communities to ensure the affected communities derived maximum benefits from the Fund.
- We have done several studies and published several reports on wide ranging issues in the natural resource sector including Annual Reports on Diamond Mining in Sierra Leone, Focus on mining companies (London Mining and African Minerals), Costs-Benefits Analysis, etc. and campaigned for the domestication of the African Mining Vision (AMV) in Sierra Leone.

## **Agriculture & Food Security**

- We supported farmers in Kono district immediately after the war with seed rice, tools, food for work, goats and sheep as part of our support to the immediate post-war resettlement and reconstruction process.
- In 2009, we supported farmers in 17 chiefdoms in Bo, Pujehun, Kenema, Kono and Kailahun districts with Nerica and Pakiamp seed rice, groundnut seeds, hoes and cutlasses, food for work and extension services; we organized the farmers into farmers groups and supported these farming communities to construct drying floors and grain stores. This was part of our engagements on food security.
- We supported local communities to develop fish ponds to increase the intake of fish protein in these communities.

## **Governance**

- With support from the UNDP Office in Sierra Leone, we held district-level public awareness raising sessions on the Poverty Reduction Strategy Papers across the country and this helped to increase citizens' participation in developing the SL-PRSP in 2002.
- We are a founding and Strategic Management Committee member of the National Elections Watch, established in 2002 to monitor and observe all public elections in Sierra Leone.
- We participated in the production of a handbook on local governance prior to the re-introduction of local government in Sierra Leone in 2004.
- In collaboration with other civic groups, we organized the protest to the residence of the RUF rebel leader, Corporal Foday Sankoh, in May 2000, which turned out to be a watershed in the peace process.
- We participated in the Lome Peace Accord in Togo in 1999 representing civil society.
- We organized a national post-elections strategic reflection for civil society groups after the 2007 elections (looking at the processes, structures and roles of stakeholders such as NEC, PPRC, ONS, Media, NEW, etc.
- In collaboration with CCYA, we hosted the West African civil society elections monitoring team supported by OSIWA.

## **5. THE DRIVERS OF CHANGE IN THE NEXT 25 YEARS**

In the last 25 years, Sierra Leone struggled with a seemingly endless array of development challenges, from civil war and political instability to high level of insecurity, pervasive & endemic poverty, epidemic diseases including the recent Ebola virus. Overall, the poverty incidence declined from 66.4% in 2003 to 52.9% in 2011 (World Bank, 2013). While the rate of poverty is said to have decreased at national level according to the Agenda for Prosperity, rural areas have failed to achieve similar reductions in poverty. It will take decades of growth to make major inroads into Sierra Leone's poverty. The private sector remains grossly inadequate to absorb the growing labour force.

*Local factors will largely determine Sierra Leone's fate as it has not been a significant player globally either in governance, trade, finance and technology in the last 25 years. This is not to say that the positive effects of globalization will have no effect on Sierra Leone.*

Local factors will largely determine Sierra Leone's fate as it has not been a significant player globally either in governance, trade, finance and technology in the last 25 years. This is not to say that the positive effects of globalization will have no effect on Sierra Leone. Cell phones have already caused communications revolution

in Sierra Leone as the use of Internet is spreading at an extraordinary rate, albeit beginning from a very low base.

Many of the trends that will determine Sierra Leones future prospects are already visible today. If we are clear sighted in our analysis, we can begin to identify the challenges and opportunities that lie before us. Development outcomes in the next 25 years will be determined by the combination of a number of drivers of change outlined below.

### ***Natural Resources***

Sierra Leone is well-endowed with natural resources, many of which are yet to be tapped. These include not just solid minerals and oil & gas at prospecting stage, but also bountiful possibilities for clean energy. Better governance of mineral and oil revenues, the demographic dividend and rapid urbanization represent opportunities for making growth more poverty reducing. Recent evidence shows that economic growth is fueled in large measure by the mining industry. Extrapolations of current economic performance suggest a positive future, but one that is by no means assured, due largely to the dependence on one key sector as demonstrated during the Ebola crisis.

The production of oil and gas in addition to solid minerals presents an opportunity. Their exploitations will place Sierra Leone on the production path and with the potential to be a significant proportion of the national budget for national development but will distort development, if the sector is not responsibly, efficiently, effectively, transparently and accountably developed and in an environmentally friendly and conflict sensitive manner. Sierra Leone will need institutions that are capable and responsive, and leaders in politics, business and society willing to behave in a democratic and accountable manner. There will be increasing demand for compliance with Extractive Industry Transparency initiatives, the Kimberly Process Certification Scheme, the African Mining Vision and ECOWAS Minerals Development Policy in the next 25 years. The decisions being made now and in the future by the leaders in politics regarding how to manage the development of the natural resource (including oil and gas) sector will shape Sierra Leone's future.

### ***Climate Change***

Sierra Leone's economy is heavily dependent on its natural resources and is therefore vulnerable to a variety of climatic hazards, which include seasonal drought, strong winds, thunderstorms, landslides, intense seasonal rainfall and shifting rainfall patterns.

Sierra Leone has had occasional floods in some parts of the country. There are occasional incidences of soil wash off when there are heavy down pour of rain and this has led to small-scale floods in mountain and coastal settlements. Freetown, the capital city of Sierra Leone has already succumbed to an almost total collapse of water supply where many households must purchase water from water vendors.

Government, INGOs, and Development partners are collaborating to address the acute water shortages due in part to late rains, low rainfall with irregular patterns which undermines the supply source at the dam sites off Freetown. The Environmental Protection Agency is expected to monitor and reinforce policies for addressing environmental issues appropriately. However, this sector is severely underfunded. Considering its low level of development and capacity to cope with extreme events, the country is considered as very vulnerable (third most vulnerable in the world behind Bangladesh and Guinea Bissau) to the adverse effects of climate variability. A well-resourced and implemented strategy and action plan will contribute to mitigating the increasingly devastating impacts of climate change on local livelihoods and the national economy.

### ***Infrastructural Development***

Sierra Leone's poor infrastructure, especially of roads, water supply, and energy, pose serious development challenges. Road paved is 904km out of 11,300km (CIA factbook). The upper Northern and Eastern regions are not well connected with road networks. Most roads in remote areas are impassable during the rainy season. Sierra Leonean households that have electricity is 14%, with 41% of urban households having electricity compared to less than one percent of households in rural areas (World Bank, 2013). Sierra Leone will need substantial levels of investment infrastructure to ensure strong and sustainable growth over the next 25 years. Beyond the pressing requirements for social investment in education and health, massive injections of capital will be needed to bridge the huge infrastructure gap confronting Sierra Leone. Such investments are needed in almost all the infrastructure sub-sectors of transportation (road, railroad, ports and airports), telecommunications, water and sanitation, and energy supply. It is the existence of these infrastructures that will contribute to building a business-enabling environment that will attract domestic and foreign investment, promote cross-border trade and bolster private sector-driven growth as well as community-based initiatives for sustainable livelihoods and development.

### ***Multilateral and Bilateral Institutions***

Multilateral and bilateral institutions set global agendas and put in place significant resources to influence government and civil society action in Sierra Leone. Many of these institutions (UN, WB, IMF, AfDB, USAID, DFID, China bilateral institutions) are invisible and inaccessible to the majority of citizens, but fundamentally shape their rights and power at the local and national levels. It is the interplay of power relations between the state and these institutions that will largely determine the direction of political action in the future.

### ***Global Solidarity Movements***

We are experiencing increasing emergence of new global solidarity movements for justice and development. This has led to a virtual network of civil society organizations in the south and north. These "global" citizens in the form of powerful global networks will interact with networks in Sierra Leone through new technologies to bring about changes at local and national level. The unprecedented mobilization and campaign across the world for trade justice and fair trade against the unjust WTO regime, for environmental justice against multinational corporations and for corporate accountability demonstrates the power of citizen action and mobilization beyond the state and market. Organizational practices, networks and people's attitudes will be increasingly shaped and engaged at the transnational, regional and global levels.

### ***New Actors Entering the Spaces in which Civil Societies Operate***

We have new actors entering the spaces in which civil societies operate. A whole range of new associations, citizens' formations, new social movements, social entrepreneurs, business philanthropists, public-private partnerships and policy advocacy groups are emerging at national and international levels. The entry of these new actors will help to create spaces and platforms for the hitherto unheard voices to be heard and articulate issues of concern that are then brought into the public domain. However, new actors will compete with civil society organisations for funds and thus undermine their capacity to respond to the needs and priorities of communities, unless they are required by law to work with civil society organisations. Civil society organisations will get increasingly marginalised in policy development and implementation processes as these new actors occupy spaces for policy influencing. This will have consequences for long-term sustainability of policy implementation and practices.

### ***Next Generation of Civil Society Leaders***

The space for civil society action is shrinking. It is increasingly difficult to register a Civil Society Organization. Civil Society Organizations have to separately meet registration requirements set by the Sierra Leone Association of Non-governmental Organizations and two government Ministries, of which one must be the Ministry of Finance and Development. Established sources of institutional power of government struggle to

meaningfully interact with Civil Society Organizations. Institutional sources of power are funding selected Civil Society Organizations thus contributing to fragmentation and lack of trust between Civil Society Organizations.

The role of civil society will evolve to counter the shrinking space in the next 25 years. Better access to the internet and mobile technologies will transform the way the new generation of civil society leaders will interact with one another and with governments, businesses and international organizations. The next generation of civil society leaders, those currently within the age range of 15-20 years will be increasingly interconnected with civil society initiatives and movements across the world. They will be highly networked and mobile and able to learn from other civil society groups. They will use information and campaign processes to reach out to millions of people using social media. They will be able to exert more power online and offline. Millions of young people – beyond the space of conventional political parties will be mobilized in cyber space, which will potentially define the transformation that will lead to more changes in the future of Sierra Leone.

### ***Democratic Aspirations of Young People***

A significant proportion of the population of Sierra Leone are youth without voice and livelihood and with little prospect for change. Approximately 70% of youth are underemployed or unemployed (UNDP). An estimated 800,000 young people between the ages of 15 and 25 are unemployed, unpaid, or underemployed (African Development Bank, 2011). Where ever they live, they want their voice to be heard, their rights respected, and to have a say in how they are governed. They yearn for decent jobs, opportunity and a secure future. The demand for more inclusive, more accountable and more responsive Government is unstoppable, especially, if the voices are coming strongly from the younger generation. Where the right to be heard is severely restricted, they may explore options to exit from the system and create parallel forms of authority thus increasing gang violence. This may work against social stability and equality.

Numerous associations in Sierra Leone such as youth serving agencies tend to represent youths and in most cases speak on behalf of youths. Other arrangements initiated by the government aims at organising and servicing youths not necessarily to ensure that they are represented in decision making processes. Government efforts have translated into establishing a Youth Commission and setting up of national and district youth structures.

Many youth tend to secure attention in the public sphere through strikes and demonstrations. Even then, that is usually reserved for the institutionalized youth groups such as student unions and movements. The youthfulness of the population is an advantage, provided the government invests in creating platforms for youths to be heard and provide education and training to develop the potential of its youth.

### ***The Media***

The constitution of Sierra Leone guarantees the freedom of expression of its citizens. The overall improvement of the governance structure, systems and procedures in recent times has tremendously improved access to the right to expression. A serious stumbling block however does still prevail. The existence of the country's libel laws like the Public Order Act of 1965, has greatly limited the space and scope of operation of the media. Many journalists and publishers do not have the freedom to delve into issues of public interest without fear. There have been complaints from members of the fourth estate about the limitations caused by these draconian laws and have consistently called for more press freedom and a repeal of these inhibiting laws.

The establishment of the Independent Media Commission to regulate the conduct of media also provides a framework for moderating the operations of the media, it also attempts at promoting the right of citizens to be heard. Similarly, the liberalisation of the airwaves has led to a proliferation of national and community FM

Radio stations that are giving voice to the people at the community level. Households in Sierra Leone that own a radio is 55%. Urban households and rural households owning a television is 28% and 1% respectively. About 60% of households in urban areas own a mobile phone compared with 10% of rural households (SLDHS, 2008). Households with access to mobile phone is highest in Western Area and Southern region, where approximately half of households have a phone. It is lowest in Eastern region, where only around one in four have a phone (Audiences capes). The expansion of telecommunication infrastructure, especially with the extension of mobile telephone into hard to reach areas is increasing opportunities for people to participate in discussions of interest to them.

The Freedom of Information Bill has been passed into law by Parliament. This will further expand access to information from the public domain, making it possible for people to access information that can be used to inform their thinking and engagement with the public service. This progress will continue in the years ahead even as the media experiences some push back from political powers and businesses or other interest groups from time to time. To survive and remain relevant, media houses will have to do a greater job in holding to account society at large, including political powers and business or other interest groups to make change happen. Journalists and media owners will have no other choice, as they themselves will be held to account by more demanding audiences.

### ***Deepening Inequality and Political Polarization***

Sierra Leone in recent years recorded economic growth accompanied by deepening inequality, political polarization within the population and across the regions of Sierra Leone. Sierra Leone today has major divides along party, tribal and regional lines and between the poor and the rich. This is bound to challenge the cohesion and coherence of citizens and civil society organizations. This situation has the potential to contribute to destabilization and insecurity. The response by civil society actors will need to be different. Sustainable development will require diversity of perspectives, approaches, relationships and profile. Civil society will need to adapt their programmes to incorporate national cohesion elements, if they are to contribute to the stabilization of peace and security.

### ***Emergence of New Accountabilities***

Global and bilateral institutions will continue to provide support to Sierra Leone but on the basis of meeting specific requirements of accountability and regulatory frameworks. In Sierra Leone, the Extractive Industry Transparency Initiative, Sustainable Development Indicators, Millennium Challenge Corporation and Open Government Partnerships are some of the examples. We will continue to see the emergence of new accountabilities and tight monitoring of the government of Sierra Leone in line with the principles of good governance. We will see the Government of Sierra Leone maneuvering to ensure compliance to reverse current trends. This will fundamentally change the rules of the game for the government of Sierra Leone, which will create an opportunity for Civil Society Organizations to monitor the delivery of these new incentives and government compliance with new accountabilities.

## **6. STRATEGIC PRIORITIES**

The strategic priorities set out the chosen areas of the focus of NMJD, the changes we want to see in Sierra Leone and our contributions together with our allies and partners in the next 25 years. By focusing on these three areas in combination with our local presence, we aim to boost the effectiveness, scale and sustainability of our work in the next 25 years. We will be held accountable for the contribution we have promised to make.

**Strategic Priority 1:** Animate citizens' empowerment, build leadership and movements to inspire positive change and to demand public institutions to work in ways that are just, accountable and inclusive.

### ***Why does it matter?***

Sierra Leone has powerful institutions; local and national governments, the private sector and intergovernmental agencies. These institutions have the ability to serve citizens' needs, but they can also become unaccountable, at the expense of vulnerable and marginalized groups. Without being accountable to poor communities, all bureaucracies lose touch with the wishes of those they exist to serve. In order for change to be sustainable, active citizens, including poor and marginalized women and men need to have a voice and be visible in their own society.

Citizen engagement, movements and dialogue with institutions can raise their understanding of their duty to be truly accountable and responsive to the needs of people living in poverty. Unaccountable institutions must shift their concerns from self-interest, or the short-term interest towards serving the long-term needs of all their citizens – poor as well as rich. If poverty and inequality are to end, the voices of vulnerable and marginalized people need to be heard, and institutions must be held to account by all citizens on the basis of equality.

Strengthening government relations with citizens is a sound investment in better policy-making and a core element of good governance. Greater and sustainable opportunities for voice and accountability in the context of public engagement can catalyze public sector reforms, by addressing the demand-side aspects of public service delivery, monitoring and accountability. This is particularly useful in the context of decentralization, by helping to strengthen links between citizens and local-level governments and assisting local authorities and service-providers to become more responsive and effective. By monitoring government performance, demanding and enhancing transparency and exposing government successes and failures, civic engagement can also be a valuable tool for fighting corruption.

*Women and girls living in poverty are typically even more excluded and ignored, and their voices and perspectives need to be amplified and brought to the heart of institutions and decision-making. Everyone has the right to exercise power to shape their future, and to take part in making key decisions that affect their lives, irrespective of their wealth, status, gender or identity.*

### ***What NMJD wants to see in Sierra Leone in the next 25 years***

The following are the changes we want to see in the next 25 years based on the challenges associated with citizens leadership and movements to inspire positive change and to demand public institutions to work in ways that are just, accountable and inclusive.

- Strengthened capacity and voice of citizens to exercise their rights and influence others, according to their diverse needs and perspectives. Poor people are empowered and organized to know and demand their individual and collective rights.
- Strengthened government-citizen interaction and results through citizen-rights holder consultation, participation in all spheres of development, whether the making of policies and decisions that affect citizens, the formulation and execution of budgets or delivery of public services.
- An increase in the organization and assertiveness of poor and marginalised women and men so that they can be involved in democratic governance that affects their livelihoods and services and addresses the level of inequality at local and national levels.
- A marked increase in the number of women in effective leadership positions at local, district and national levels, so that women can act as agents of change as well as achieving their rights.



- Improved capacity of citizens' organisations and people's associations to represent the demands of poor people, more effectively build alliances and linkages between local and national levels.
- An increase in the number of public institutions who are accountable and responsive to poor and marginalised citizens and which seek to deliver basic civil, social, economic, environmental and political rights so that there is a fair voice and fair outcome for all Sierra Leoneans.

### ***NMJD contribution in the next 25 years***

Taking into account the drivers and levers of change for active citizenship, and the changes we want to see in Sierra Leone in the next 25 years, we commit ourselves to the following:

- We will promote active citizenship and agency by preparing citizens (educate, mobilize and organize them) to be agents of their own development through the Assets Based Community Development (ABCD) and conscientization approaches for empowerment and active agency and build solid constituencies within communities (citizen rooted).
- We will ensure all our work, whatever the aim, amplifies and adds value to poor people's voices and visibility.
- We will facilitate processes of negotiation, dialogue and collective constructive engagement between citizens and the state, creating new forums for interface between government, civil society and other actors, multi-lateral institutions and private sector.
- We will facilitate capacity building of local councils to fulfil the rights of citizens and to be accountable for delivering to those rights.
- We will promote and work in partnerships to support women's empowerment and gender equality including the engagement of men in programmes at community and national levels.
- We will develop new programmes to promote women's economic and political leadership at community and national levels.
- We will support processes by citizens to demand accountability from duty bearers (Central government, local councils, development partners, private sector etc.).
- We will work towards building social movements where active citizens can play a proactive monitoring and influencing role in relation to governments and private sector. We will support and strengthen coalitions and alliances of citizen's movements.

**Strategic Priority 2:** Strengthen civil society to effectively collaborate in representing and engaging on issues of public interests, justice and fairness.

### ***Why does this Matter?***

There has been a rapid increase in the number of Civil Society Organizations in Sierra Leone. This increase has been driven by the need to respond to social and economic problems, increased funding opportunities and the enabling environment.

A country's path to sustainable poverty reduction and economic prosperity depends on all actors: civil society, the private sector, and government. Civil society organizations have shown the courage to confront governments and businesses, and have changed the lives of millions in Sierra Leone. Civil society provides a vital counterweight and essential partner to the expanding power of the private sector at the expense of governments, and challenge to what is often corrupt or unaccountable governance. It creates the space for debate and decision-making and nurtures a sense of community and self-reliance. With healthy community roots, civil society groups can mobilize a frontline expertise that outsiders lack.

Civil Society Organizations have to work hard to be relevant and to make real contributions to overcoming poverty and suffering. Given the ongoing trends of economic growth, increasing inequality, widespread poverty and hardship, there will be a place for organizations like NMJD in Sierra Leone for the next 25 years.

Most organizations would say they understand what it takes to be viable 10 to 25 years from now. Based on experience the common answer to the viability question would be continued increase in income and improvements in impact. Being a sustainable organization in the next 25 years means understanding the impact of what you do in terms of quality improvements, operational effectiveness, efficiency, as well as employee and stakeholder satisfaction. Being sustainable is about aligning all of the organization's resources for the best outcomes. The agency's strategy, structure, processes, people, results, rewards and recognition system (i.e. legitimacy by communities & their participation in decision making) and commitment of leadership will have to be aligned.

### ***What NMJD wants to see in Sierra Leone in the next 25 years***

The following are the changes we want to see in the next 25 years based on the challenges associated with ensuring strong, well coordinated and effective Civil Society Public Interest activism.

- Improved leadership, governance and capable management of Sierra Leone CSOs.
- Increased ability and outreach to effectively plan and advocate for transformation, monitor government activities and provide other critical services to their constituents.
- An increase in the number of civil society initiatives supporting women, girls and people with disability to achieve their rights, with men contributing actively to this achievement.
- An increase in the number of civil society initiatives supporting women to be in leadership positions at all levels, so that women can act as agents of change as well as achieving their rights.
- Increased Participation of CSOs in Public Decision-making and Government Oversight.
- Improved long-term viability of CSOs.
- Expanded partnerships and alliances with relevant institutions, agencies in government and donors (INGOs, bi-lateral & multi-lateral organizations, private sectors) that work together for the same goal as a broad civil society constituency for change.
- Increased evidence-based work on social accountability by civil society organizations e.g. education and health sector budget tracking, alternative/peoples' budgets, contract monitoring, monitoring of public decision-making and service delivery, corporate accountability and compliance with national and international standards and best practices.

### ***NMJD contribution in the next 25 years***

Taking into account the drivers and levers of change for a strong, coordinated and effective Civil Society Public Interest activism, and the changes we want see in Sierra Leone in the next 25 years, we commit ourselves to the following:

- We will build the capacity of local and national civil society organisations and poor people's associations and movements to better engage their constituencies and mobilise people to pursue their rights, exercise their voice and confront inequality and injustice.
- We will work in partnerships to support women's empowerment and gender equality including the engagement of men in programmes at all levels.
- We will develop new programmes to promote women's economic and political leadership at all levels.
- We will support the creation of an enabling environment through the use of Public Policy Forums (PPFs) and Public-Private Working Group format to generate discussion between CSOs and government and private sector on critical issues limiting healthy CSO-government and private sector engagement and cooperation.

- We will work with CSOs to develop financial sustainability and fundraising plans and bring CSO leaders together with business associations, foreign investor associations, Chambers of Commerce and Mines, government agencies and others who are open to collaborate with the civil society organizations.
- We will provide action-oriented learning and engagement processes for Pilot Communities and civil Society organizations using ABCD, Conscientization and Social Accountability approaches and tools
- We will strengthen the capacity of CSOs to participate in policy- making, anti-corruption campaigns, private and public institution oversight, to effectively aggregate and articulate citizen’s interests and to assist CSOs to effectively disseminate information on public issues.
- We will build the capacity of CSOs to research and critically analyze evidence and engage in debate and learning concerning (a) the roles of all citizens in the popular, public and private sector and (b) appropriate development initiatives and alternatives for Sierra Leone.
- We will work with civil work society organisations to ensure that increased budgets enable poor and marginalised women and men to access high quality essential services to meet their ESC rights.
- We will support and strengthen trans-national coalitions and alliances of civil society that can effectively represent the interests and voice of poor people at regional and global levels.
- We will support and strengthen a network of social movements with non-state actors that effectively represent the interests and voice of poor people at community and national levels.

**Strategic Priority 3:** Strengthen Inclusive, Responsive, Transparent and Accountable Democratic Governance at all levels and in all sectors of society.

***Why does this matter?***

Sierra Leone has made some strides on the governance front over the years. Sierra Leone has had successful elections and enacted laws for freedom of speech and association. However, the governance systems at both the national and local levels are weak and, often insufficiently accountable to citizens. Political participation by women and the non-elites is limited by the dominance of the two-party system and the centralization of power in the executive branch. Women face numerous constraints as political actors, including time constraints associated with family and household responsibilities, lack of financial support, safety and transportation issues that constrain their attendance at political meetings and campaign events.

The overarching challenge for Sierra Leone is better governance, i.e. decision-making around policies and resource allocation that leads to government responding to the rights of poor women and men. Ineffective management of public resources at all levels – local, executive and public institutions is caused in part by gaps in capability (including gaps in knowledge and skills) and accountability (including gaps in transparency, participation, and checks and balances). The government has set in place decentralisation processes which should see increased budgets going to district levels – but in practice districts have little authority and weak governance drains resources away from development and delivery of the services that decentralization is supposed to provide. Access to essential services (health, water, education, electricity) is low. Decentralization has occurred at varying paces across sectors and there is a need for improved coordination of decentralization within the GOSL and at the district level.

The operating environment is characterized by popular expectations—as well as concern—the government’s likelihood of improperly managing and investing natural resource including oil revenues, and heightened risk of fraud and potential for Sierra Leone’s “winner-takes-all” elections.

Sierra Leone’s renewable and non-renewable natural resources present an important potential to reduce poverty and suffering. So far, however, they have failed to improve the living conditions of poor people due to lack of accountability from government and multinational extractive companies related to management of

natural resources. Transparency and accountability in natural resource management and income could significantly increase sustainable livelihoods.

Weak or unaccountable governance fails to provide the essential infrastructure – healthcare, education, communications, rule of law and protection – on which development depends. With the incidence of corruption or brutality of some public institutions, the potential for positive change may lie in the hands of those outside formal political structures. A system of governance that is transparent, encourages participation, and delivers public goods and services effectively meets the needs of a country’s citizens in a sustainable way. Much greater effort is needed to improve voice and accountability, political stability, government effectiveness, regulatory quality, rule of law and control of corruption in Sierra Leone.

### ***What NMJD wants to see in Sierra Leone in the next 25 years***

The following are the changes we want to see in the next 25 years based on the challenges associated with democratic and responsive governance in Sierra Leone:

- Improved government performance, particularly with regard to administration, budgeting, and constituent services, cross-sectoral coordination in the key development sectors of health, education, Energy, agriculture and natural resources (i.e. mines, marine, land & environment, forestry, petroleum).
- Increased government accountability and responsiveness for reform to serve citizens, regardless of which party is in power.
- Increased access to basic services systems at national and local level for citizens.
- Strengthened election institutions and processes for fairness and public confidence in Sierra Leone’s elections, as well as broader opportunities for women and other excluded groups to run for office.

### ***NMJD contribution in the next 25 years***

Taking into account drivers and levers of change, the change we want see in the next 25 years in terms of strengthened responsive & accountable democratic governance, we commit ourselves to the following:

- We will work to establish strong and trusting relationships with district councils, traditional leaders and national government to strengthen policy and resource commitments and ensure this is turned into action at community level.
- We will contribute to greater government accountability in the delivery of quality basic services at local and national levels through the development of budget tracking and monitoring mechanisms as well as participatory planning and decision-making.
- We will contribute to campaigning for increased resource allocation to basic services that ensure equitable access, especially at key moments of national budget preparations and development of Poverty Reduction Strategy Papers. We will work in partnership with other civil society organizations to monitor government, ensuring that decision-making is open and accountable, inclusive and that commitments are delivered.
- We will work in alliances with other CSOs to directly challenge intergovernmental decisions that disregard the needs of marginalized communities.
- We will support citizens and civil society at local and national level to campaign and advocate for pro poor policy changes and institutional reforms.

## **7. ASSUMPTIONS AND RISKS**

The following assumptions and risks underpin our strategic direction in the next 25 years.

### ***Assumptions***

- While frictions exist in the membership of Sierra Leone’s main political parties and they tend to follow ethnic and regional lines, violence will not ignite and Sierra Leone will remain free of ethnic and communal conflict.
- Sierra Leone will continue to support a democratic form of government, including the right of citizens to form associations and hold the government accountable.
- The decentralization process will continue.
- Sierra Leone will continue to derive significant revenue from oil, minerals and other natural resources.

### ***Risks***

- As a de facto two-party state with significant executive control, Sierra Leone’s political system is susceptible to patronage within the ruling party, which undermines administrative accountability for the effective use of public resources to serve the common good.
- The oil sector poses multiple risks for Sierra Leone, including: increased corruption, human rights violation/abuses, environmental degradation in general and impacts on fisheries in particular.
- Unequal access to Sierra Leone’s natural resource wealth across political parties, geographic regions, and population groups.
- With over 45 percent of its population being youths, Sierra Leone faces potentially destabilizing unemployment.

## **8. OUR APPROACHES**

In the delivery of our work, we emphasize the following approaches:

### ***8.1 Human rights-based approaches***

All our work is under-pinned by a human rights-based approaches. We believe that for people to enjoy their rights we need to change not only policies, institutions and practices but also attitudes and behaviours. We believe that all people have social, economic, political, cultural, environmental and civil rights that are indivisible and interconnected. To overcome poverty and suffering, inequality and injustices we work to ensure that these rights are fulfilled and protected. We engage in service delivery work only in ways that help to strengthen people’s leverage to claim their rights from the State more effectively and sustainably.

### ***8.2 Participatory adult education learning cycle using the ‘action-reflection-action’ processes***

We promote participatory action-reflection-action processes with the most excluded and vulnerable groups at a local level, which is crucial for supporting and strengthening citizens’ engagement, movements and representative groups. Being the actors that they are, they should be made to reflect on their situation, describe what is happening, analyse the causes and effects as well as the actors involved, identify actions to take and plan to engage. Their life and work need to be reflected upon as regularly as required.

### ***8.3 Influencing and campaigning***

We will engage in influencing and campaigning together with others committed to overcoming forces at local and national levels that reinforce poverty and inequality. We will engage in adult education reflection processes to encourage all our partners to connect to and support open alliances, engage with policy debates

and act as catalysts for broader citizen engagement in bringing about or demanding change through horizontal networking of civil society as well as vertical relationships with decision makers.

#### ***8.4 Working in partnerships and alliances***

We will engage proactively in partnerships and alliances to build a formidable movement for change, learning, sharing and holding those with power accountable. We will be rigorous in putting our scarce resources to best effect, accepting that we often make a greater impact by brokering partnerships than by working alone. We plan long-term mutually beneficial partnerships, transfer skills and knowledge and build organisational capacity in order to plan exit strategies with suitable and sufficient preparation if appropriate.

### **9. KEEPING THE STRATEGY ALIVE**

Our approaches for delivering the three strategic priorities imply that NMJD will differ from today in 25 years' time. To continue delivering this strategy and maximising our impact, we will need to strengthen our ability to keep the strategy alive and bring about change. We must organize ourselves to ensure that we have the skills, expertise and credibility to bring added value to the work we do.

We will organize ourselves to achieve the following for keeping the strategy alive:

#### ***9.1 Work towards becoming an effective learning organization***

We will look for ideas and solutions inside and outside our organization; challenge ourselves about what is working and what is not working. We will be more outward-looking and innovative in approach, constantly seeking opportunities to influence and collaborate with new allies in the contexts in which we operate.

#### ***9.2 Focus more on evidence based Advocacy and Social Accountability***

- We will vigorously encourage and challenge public institutions to use their power and influence to benefit poor and excluded people, and to deliver social and economic justice.
- We will shift further towards governance and advocacy resulting in an increase in advocacy staff to carry out advocacy work. In some cases this may mean a change management process.

#### ***9.3 Put programme quality at the heart of our work***

- High quality programming will be at the top of the management agenda. This means greater emphasis on design, monitoring, review, evaluation and learning by all senior managers.
- Advisory support, if needed, will be deployed as close to the point of impact and as close to the management line as possible. Advisory support will be available at the head office, if it adds value to the national programme as a whole, and is justified by economies of scale.

#### ***9.4 Secure sustainable funding***

- We will adopt a more entrepreneurial culture. We recognize that we will have to compete for funding, actively scan the funding environment for new opportunities with new partners and funders, operate efficiently and be cost competitive.
- We will secure funding both through direct negotiations and competitive procurement processes and work with funders to pilot new approaches. We will also do local/domestic level resource mobilization in order to pursue self-initiatives without any donor influence.

### ***9.5 Foster organization and staff development***

- We will reshape the organizational structure and staffing to have a more slender structure and changed composition of NMJD's core staffing to reflect the focus areas of work of NMJD and accountability at all levels.
- We will nurture and grow the talents and potential of our staff, to inspire them to be the best they can be in their contribution to the achievement of this strategy.
- Contractual relationships will be more flexible and open - the number of full-time core staff on indefinite contracts will decrease while ensuring however a critical mass of outsourced expertise and volunteers.
- We will realistically evaluate whether the distinctive competency continues to yield an advantage.

## **10. CONCLUSION**

The attainment of the NMJD strategy will be confronted with challenges, but being clear sighted and decisive and working in partnerships with government, private sector, citizens movements, development partners and other civil society, holds out the promise for embracing respect for human rights, rule of law, transparent, effective and accountable governance that contribute to improvements in the lives and livelihood of millions of Sierra Leoneans. There are uncertainties surrounding changes NMJD would like to see in the next 25 years in Sierra Leone, which will be determined cumulatively by the quality of governance and leadership, which above all, will determine the direction of Sierra Leone's future. Government decisions, the capacity and engagement of citizens to meet their ESC rights, the strength of civil society groups promoting democracy, and the capabilities of the public institutions will affect the performance of Sierra Leone in the next 25 years.