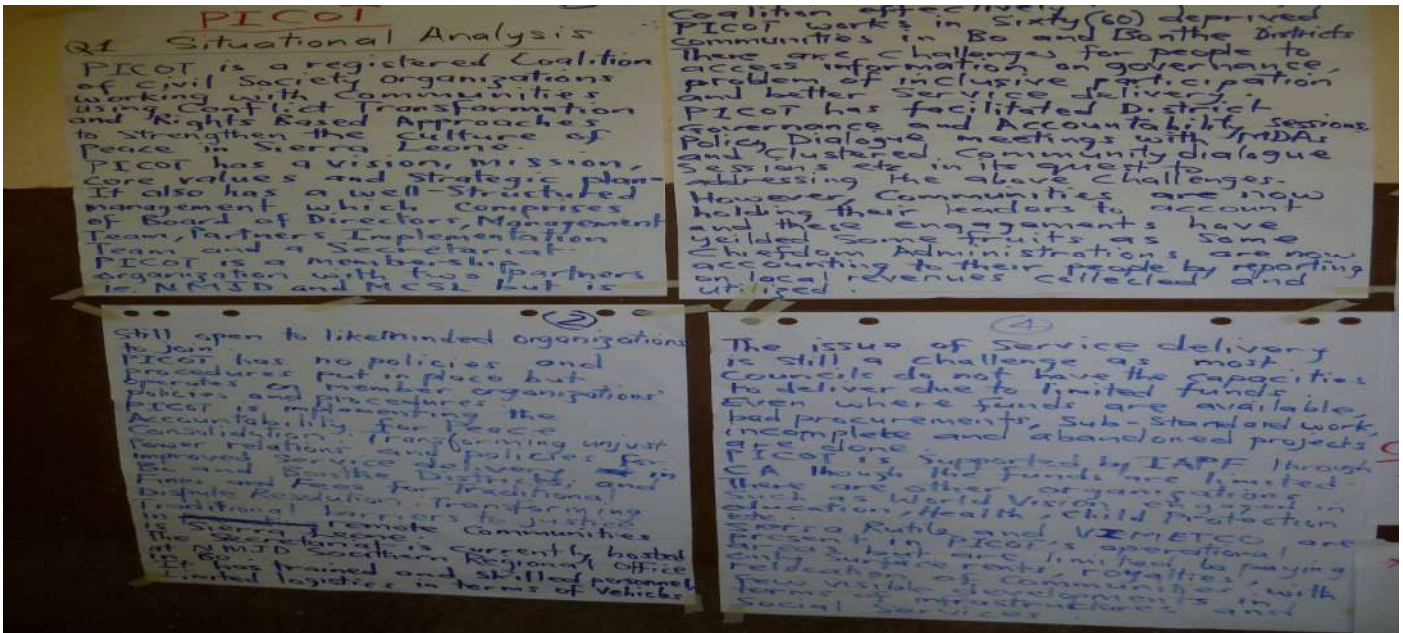


NETWORK MOVEMENT FOR JUSTICE AND DEVELOPMENT (NMJD)



**JUNE
2014**

DELTA PHASE III TRAINING REPORT



Funded by:

UNDEF



The United Nations
Democracy Fund

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SECTION 2: LIST OF ABBREVIATIONS

CDF	Community Development Fund
DACDF	Diamond Area Community Development Fund
DC	District Coordinator
DELTA	Development Education Learning and Training for Action
DFID	Department for International Development
ICT	Information Communication Technology
NYC	National Youth Coalition
OSIWA	Open Society Institute for West Africa
PO	Programme Officer
SMC	Strategic Management Committee
SP	Strategic Plan
TRC	Truth and Reconciliation Commission
UNDP	United Nations Development Programme

SECTION 3: EXECUTIVE SUMMARY

The third and final phase of the DELTA training for civil society leaders took place at the Youth Centre in Kenema on 18-20 June 2014. The training, like the previous ones, was funded by the United Nations Democracy Fund (UNDEF) under the project titled: *Initiative to Build Social Movements in Sierra Leone*. The training targeted 50 participants drawn from national civil society coalitions and networks. The training was held with a heavy heart, though it was equally successful. Between the end of the second training on 16 May 2014 to the beginning of the third phase training on 18 June 2014, we lost three of our civil society colleagues who were very much active in the implementation of this project. They all died after brief sicknesses. Their deaths were not connected to the dreaded Ebola disease, though.

The participation and general spirit of participants throughout the training was not significantly altered by the deaths of our colleagues. If anything, their deaths inspired participants to give up all their best to ensure that the objectives of the project were achieved. Participants resolved that the best way they should remember their fallen colleagues was for them to strengthen their collaboration and partnership in pursuits of good governance and improved living standards for their people.

The phase III training built on the preceding trainings. It dealt with topics such as Understanding Advocacy and Lobbying, Situational Analysis, Power/Stakeholders Analysis, Institutional Governance (Models of Management), Building Commitment and Report Writing. The training was very engaging with several practical exercises including reflections, experience sharing, role plays and breakout groups. The facilitators designed the sessions in a way that every participant would have the opportunity to participate and contribute to the proceedings.

The training started with a reflection on the action plans that the networks and coalitions developed at the end of the Phase II training. The purpose of the reflection was to find out the progress or otherwise that the networks and coalitions made towards accomplishing their plans since the conclusion of the Phase II training and to share with other participants the factors that helped them to do what they did. This practice is a critical feature of DELTA training – after every phase, you plan and practice to inform the next phase of the training.

We would not have achieved this feat without the support and deep sense of understanding of the United Nations Democracy Fund (UNDEF). We owe a debt of appreciation to them. We want to dedicate this report to our departed colleagues: Mr. Alfred Carew, former Executive Secretary of the National Human Rights Forum, Mrs. Dorris Kanneh, former eastern regional coordinator of Women' Forum Sierra Leone, and Ms. Monica Frazer of Campaign for Just Mining. May their souls Rest in Peace!

SECTION 4: REVIEW OF PHASE II ACTION PLANS

The main purpose of this session was to enable coalitions and networks to share what they were able to achieve since the end of the last training and the factors that helped/hindered them to do what they did. This was to ensure that coalitions and networks internalize what they had learned.

In order to help participants do it better, the facilitators asked the following questions:

- What did you aim to achieve after DELTA Phase II?
- To what extent did you reach your objective?
- How do you know this (Evidence)?
- What Lessons did you learn:
 - To serve as source of strength?
 - To avoid mistakes in the future?

PARTNERS INITIATIVE FOR CONFLICT TRANSFORMATION (PICOT)

What did you aim to achieve after DELTA Phase II?

To generate adequate funds by June 2014 to undertake PICOT planned activities

To what extent did you reach your objective?

- Developed and submitted project proposal to OSIWA
- Finalized PICOT strategic plan and reviewed objectives and budget

How do you know this (Evidence)?

Availability of:

- Project proposal
- PICOT strategic plan

Source of strength

- Enhanced knowledge and skills of staff and partner organizations
- Regular reflection and feedback sessions.

Mistakes to avoid in future

- Dependency on a single donor.

COMMUNITY RADIO NETWORK (CORNET)

What did you aim to achieve after DELTA Phase II?

To revive and strengthen CORNET (to make it functional)

To what extent did you reach your objective?

- Established a clear willingness by the Board of Directors and the National Coordinator to finalize the handing over of the coalition to the new administration.

How do you know this (evidence)?

- Minutes of dialogue meetings
- Feedback from key stakeholders.

Source of strength

- Commitment of the interim leadership of CORNET
- Regular feedback from member organizations

Mistakes to avoid in future

- Absence of a functioning secretariat

NATURAL RESOURCE GOVERNANCE AND ECONOMIC JUSTICE (NaRGEJ)

What did you aim to achieve from DELTA Phase II?

To finalize the strategic plan of NaRGEJ

To what extent did you reach your objective?

- Gaps in the draft identified and further inputs made

How did you know this (evidence)?

- Reports of committee meetings held to share information
- Draft strategic plan with inputs.

Source of strength

- Committed membership
- Effective communication and coordination

Mistakes to avoid in future

- Slow responses from member organizations
- Weak financial base

ACTION FOR LARGE-SCALE LAND ACQUISITION TRANSPARENCY & SILNORF

What did you aim to achieve after DELTA Phase II?

To raise community awareness on land grabbing

To what extent did you reach your objective?

- Generated resources such as human, material and financial
- Conducted sensitization meetings in affected local communities
- Organized multi-stakeholders forum on land grabbing

How do you know this (evidence)?

- Level of responsiveness of participants
- Formation of community groups
- Media reports
- Reports and minutes of sessions

Source of strength

- Willingness of local communities to organize and mobilize
- Communities have fair knowledge of issues involved

Mistakes to avoid in future

- Low use of GPS

NATIONAL YOUTH COALITION (NYC)

What did you aim to achieve after DELTA Phase II?

To erect signposts in the streets and roads in Waterloo

To what extent did you meet your objectives?

- Held meetings with WARD Committee and CSOs' Implementing Partner (ENCISS) to discuss the proposal

How do you know this (evidence)?

- Letters to WARD Committee and CSOs' IP and relevant agencies
- Minutes of meetings

Source of strength

- Existence of mutual trust
- Willingness and commitment of youth

Mistakes to avoid in future

- Political interference/politicizing the intervention

TRADE UNION CONFEDERATION-SIERRA LEONE & SIERRA LEONE LABOUR CONGRESS

What did you aim to achieve after DELTA Phase II?

To formalize the collaboration and cooperation between TUC-SL and SLLC through the signing of a Memorandum of Understanding

To what extent did you meet your objectives?

- Increased dialogue between the leaderships of the two organizations
- Leaderships of the two organizations agreed in principle to meet shortly

How do you know this (evidence)?

- Regular conversations through one-on-one meetings, emails and telephones

Source of strength

- Resilience and persistence
- Willingness of members to work together
- Knowledge and skills in team/group building and negotiations

Mistakes to avoid in future

- Believing that we can do it alone (Deluding ourselves)

WOMEN ON MINING AND EXTRACTIVES (WoME)

What did you aim to achieve after DELTA Phase II?

To engage OCTEA Mining Company to relocate people before they blast.

To what extent do you reach your objective?

- Held meetings with a representative of OCTEA
- OCTEA representative presented the concerns of the people to the leadership of the company

How do you know this (evidence)?

- OCTEA reacted to the concerns that the people raised through a letter and phone calls
- Attendance of OCTEA to the follow-up meeting
- Commissioning of CEMAT by OCTEA to dialogue with the people on what they wanted the company to do for them.

Source of strength

- An understanding of the channels of communication within OCTEA
- Cooperation and collaboration with local communities
- Enlarged membership of WoME

Mistakes to avoid in future

- Addressing letters directly to the Management of OCTEA

CIVIL SOCIETY MOVEMENT-SIERRA LEONE (CSM-SL)**What did you aim to achieve after DELTA Phase II?**

To update the data of CSM-SL membership

To what extent do you reach your objective?

- Held consultative meetings in Freetown, Kono, Kambia and Port Loko
- Membership forms and certificates redesigned, printed and distributed.

How do you know this (evidence)?

- Feedback from consultative meetings
- Responses of people through phone-in programmes in Kambia

Source of strength

- Team work, commitment and coordination
- Timely sharing of information

Mistakes to avoid in future

- Too many issues to deal with
- Poor strategy to spread key decisions to other CSOs around the country.

The coalitions and networks posted their presentations on the wall.

Participants took a gallery walk through all of them and then went back to plenary and shared their comments, views and perceptions with the view to further improving individual coalition's work.

SECTION 5: UNDERSTANDING ADVOCACY & LOBBYING

This session sought to strengthen participants' understanding and application of the concepts of advocacy and lobbying and other related concepts. The facilitators considered this to be very important for civil society actors since most of their work involved advocacy and lobbying. The participants opened the session with the following presentation.

Advocacy and other related concepts

1. IEC = Information, Education and Communication
2. PR = Public Relations
3. CM = Community Mobilization
4. Advocacy
 - Actors
 - Targets
 - Objective(s)
 - Strategies
 - Measure of success.

The following chart illustrates the difference between advocacy and several related concepts. Advocacy can usually be distinguished from other approaches by its objective – advocacy.

APPROACH	ACTORS/ ORGANIZERS	TARGET AUDIENCE	OBJECTIVE	STRATEGIES	MEASURING SUCCESS
Information Education Communication (IEC)	Service providers	Individuals Segments of a community (women, men and youth)	Raise awareness and change behaviour	Sort by audience Mass media campaigns Community outreach Traditional media	Measuring knowledge/skills acquired and behaviour change Process indicators Focus groups Service delivery statistics
Public Relations	Commercial institutions	Consumers	Improve the company's image and increase sales	Large-scale advertising (radio, TV, print media) Public events	Improved public perception Increased sales Increased market share

Community Mobilization	Community members and organizations	Community members and leaders	Build a community's capacity to prioritize needs and take action	Door-to-door visits Village visits Participatory Rural Appraisal (PRA)	Issue specific process and outcome indicators Quality of participation
Advocacy	NGOs Research institutions Universities	Public institutions and policy makers	Change policies, programmes, and resource allocation	Focus on policy makers with the power to affect advocacy objective High-level meetings Public events (debates, protests, etc)	Process indicators Media scans Key informant interviews Focus groups Opinion surveys.

Steps in Advocacy

ISSUE	The problem that requires a Policy action
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Goal Objective	<p>Goal: A statement of the general result you want to achieve.</p> <p>Objective: Incremental steps towards achieving your goal that are: - specific - measurable</p>
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	- realistic - time-bound
Target Audience	The policy makers you're trying to influence to support your issue, eg parliamentarians, local officials and ministry officials.

Message Development	Statements tailored to suit different audiences that define the issue, state solutions and describe the actions that need to be taken.
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Channels of Communication	The means by which a message is delivered to the various target audiences, eg radio, television, flyers, press conferences and meetings.
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Building Support

Building alliances with other groups, organizations or individuals who are committed to supporting your issue.

Fundraising

Identifying and attracting resources (money, equipment, volunteers, supplies, space) to implement your advocacy campaign.

Implementation

Carrying out a set of planned activities to achieve your advocacy objectives (action plan).

Data Collection

Gathering, analyzing, and using appropriate quantitative and qualitative information to support each step of your campaign.

Monitoring Evaluation

Monitoring:

A process of gathering information to measure progress towards your advocacy objectives.

Evaluation:

A process of gathering and analyzing information to determine if the advocacy objectives have been achieved.

Issue: How do you get at the issue?

In order to arrive at the issue you want to build your advocacy on, you do one or all of the following:

1. Baseline survey
2. Listening survey
3. Analysis
 - Situational analysis

- Contextual analysis
- Social audit
- Stakeholders analysis
- Power relations analysis
- SWOT analysis.

What is analysis?

Participants gave the following definitions:

- A careful study of an issue, situation, events, etc to assess its impacts by itemizing findings for problem-solving
- Assessing logically a situation or event that has taken place.
- A systematic examination, identification, investigation of the causes and nature of a situation.
- A system/process of identifying, classifying and interpreting situations with the objective of solving a problem.
- A critical in-depth look at a situation using information from different angles.

How do we do analysis?

By questioning – “But the why question”. But first, ask the descriptive question: What is happening here now? What do we see happening? The next line of questioning should attempt to dig deeper – why is the situation like this? Why is this situation happening? What are the manifestations of this situation (evidence, examples, proofs, etc)? What are the effects of this situation? In this situation, who are benefiting and who are losing? How are they benefiting and how are they losing? What is responsible for this situation? What are the root causes of the problem? What can we do to address the situation?

Situational Analysis

What do you understand by:

- Situation?
- Analysis?

Situational Analysis helps us to understand where we are now, and then determine what we want to achieve with our advocacy plan. Thus, we respond to the question: Where are we now?

A systematic collection and interpretation of past and present political, economic, social, and technological data, aimed at the identification of internal and external forces that may influence the group’s performance and choice of

strategies, and assessment of the group's current and future strengths, weaknesses, opportunities, and threats. The following specific questions need to be responded to for a comprehensive situational analysis:

- What is the political, economic, environmental, social and technological situation we operate in?
- What are the manifestations of each of this situation?
- What are the consequences of this situation?
- What are the causes of this situation?
- In this situation, who benefits and who are the losers?
- What would be the long-term effects if nothing was done about this situation?
- What should be done to overcome this situation?

Stakeholders' analysis

All stakeholders' analysis should centre on people. The analysis will never be complete until it is about people. But whose people?

- Those that are directly affected
- Those that have an interest in the issue
- Those that the situation threatens
- Those that are losing out
- Those that are benefiting
- Those that have influence and authority
- Those that are in control
- Those that are involved with a situation
- Those that are marginalized
- Those that are associated with the situation.

All of these are referred to as stakeholders because they are all part of the problem and part of the solution. They all have a stake. But it is not enough to just know that they have a stake, you should move a step further to know what stake each of them has.

Stakeholders' analysis is done in vacuum. It is always done within a context – issue, project, problem, advocacy or work at hand.

Group A

High influence BUT low interest

Group B

High influence AND high interest



Group C

Low influence AND low interest

Group D

Low influence BUT high interest

INTEREST

Low

Medium

High

Group Work

The facilitators asked the participants to break out into groups and do a comprehensive situational analysis of their sectoral engagement using the tips in the Situational Analysis column above. The groups posted their work on the wall, followed by gallery walk.

Civil Society Movement Sierra Leone (CSM-SL)

Situation/Issue

Low government allocation to the education sector in Sierra Leone

Political situation

- Weak educational policies
- Government's inability to monitor and enforce existing policies

Economic Situation

- Poor remuneration for teachers
- Low budgetary allocation to the education sector

Environmental Situation

- Trained and qualified teachers abandoning community schools in remote areas to work in mining companies
- Poor learning and teaching environment, particularly in rural areas.

Social Situation

- Teenage pregnancy
- Peer group pressure
- Existence of cliques and cults in schools
- General drop in educational standards
- Too many negative extra curricula activities

Technological Situation

- High costs of high-tech ICT materials
- Poor internet connectivity
- Negative use of social media
- Inadequate trained and qualified teachers in IT.

What are the manifestations of each of these situations?

Political

- Delays in the release of school subsidies and other school needs to school authorities by the government
- Many changes taking place around the school calendar eg time for public examinations, opening and closure of schools and from 6-3-3-4 to 6-3-4-4.
- Devolution of functions and resources to local councils is moving at a snail's pace and it is ineffective.
- Policies on education are weak and are poorly implemented.
- The tech-voc sector is poorly-equipped and poorly-funded.

Economic

- High rate of corruption in the educational sector
- High extra school charges
- Poor conditions of service.

Environment

- Congested classrooms
- Increased numbers of untrained and unqualified teachers in rural/community schools
- Poor and inadequate school buildings

Social

- Increased in the rate of school drop-outs
- High crime rate among school children

Technological

- High illiteracy rate in ICT
- Few qualified people in ICT
- High spate of immorality among young people (Facebook, Whatsapp, etc)

What are the consequences of these situations?

- Poor standard of education
- Low standards of living

What are the causes of these situations?

- Bad governance
- Corruption
- Weak economy
- Overdependence on donors/donor conditionality.

In this situation, who benefits?

- State actors
- Duty bearers
- Business people
- School authorities

In this situation, who loses?

- Citizens, particularly the poor
- Rights holders
- Parents
- Sierra Leone as a country.

What would be the long-term effects if nothing is done?

- Weak human resource
- Under-development
- Pervasive illiteracy
- Abject poverty
- Drug abuse and high crime rate.

What should be done to overcome this situation?

- Develop an advocacy strategy
- Influence the review of existing policies in the education sector
- Advocate and lobby for increase in budgetary allocations to the education sector.

Advocacy Strategy**Actors/Organizers**

Civil Society Movement Sierra Leone

Target/Audience

- Ministry of Education, Science and Technology

- Ministry of Finance, Development and Economic Planning
- Parliamentary Oversight Committee on Education
- United Nations Fund for Children (UNICEF)
- United Nations Development Programme (UNDP)
- The World Bank
- Local Councils
- Sierra Leone Teachers Union
- Conference of Headteachers
- Conference of principals

Objective

Budgetary allocations to the education sector increased by 30% of the GDP by December 2016

Strategies

- Stakeholders analysis eg identify and prioritize issues
- Focus Group discussions
- Awareness raising
- Media engagement
- Policy briefs
- Advocacy and lobbying
- Collaboration and partnership
- Regular reflection, information sharing and planning.

COMMUNITY RADIO NETWORK (CORNET)

Situation/Issue

Low level of professionalism in community broadcasting

Why is the situation like this?

- Poverty, particularly in rural communities
- Limited training opportunities
- Poorly-trained staff and poorly-equipped community radio stations
- Low knowledge in modern technology
- High costs of modern broadcasting equipment

What are the manifestations of the situation?

- Limited broadcasting time and limited geographical coverage
- Big companies operating their own radio stations

- The poor have little access to the radio/politicians and other people in authority including business people dominate the airwaves.
- Discussions/programmes are not issue-centred
- Trained and qualified broadcasters prefer to work in urban areas.

What are the consequences of this situation?

- Low community participation
- Mistrust and low citizens confidence in community radio
- Community radio stations operating as mouth-pieces of political parties and corporate entities
- Frequent breakdown of broadcasting equipment resulting in radio stations going off air.
- High demotivation of staff and other radio operators.

Who benefits from this situation?

- Politicians (political parties, ministers, Mayors, etc)
- Commercial radio stations
- Corporate entities (business people)

Who loses from this situation?

- Community radio operators
- Local communities
- Poor and marginalized groups such as women, youth and children.

What can be done to address this situation?

- Revive and strengthen CORNET to serve as a strong voice for community radio
- Identify institutions and organizations that are interested in the development of community broadcasting.
- Develop and implement a comprehensive capacity building programme for community broadcasters and other operators.
- Create linkages with other media institutions or media-related institutions within and without the country.

NATIONAL YOUTH COALITION (NYC)

Situation/Issue

Low participation of youth in decision-making

Why is the situation like this?

- Poorly-educated and ill-prepared for leadership
- Marginalization and social exclusion
- Bad governance
- Negative citizens' perceptions about youth
- Lack of employable skills or to be self-employed.

What are the manifestations of the situation?

- Low confidence among youth
- Few youth holding leadership positions
- Youth involving in violence, crime and drug abuse

What are the consequences of this situation?

- High unemployment or under-employment
- Pervasive poverty and low standard of living among youth
- Low participation in decision-making

Who benefits from this situation?

- Crooked politicians who employ youth as thugs

Who loses from this situation?

- Youth
- Parents
- Local communities and the country as a whole.

What can be done to address this situation?

- Advocate and lobby for the development and implementation of a comprehensive strategy for youth development.
- Engage appropriate authorities for the establishment of new and strengthening of existing technical and vocational institutions across the country.

TRADE UNION CONFEDERATION & SIERRA LEONE LABOUR CONGRESS

Situation/Issue

Systematic abuse of workers labour rights in Sierra Leone

Why is the situation like this?

- Weak labour laws
- Too many trade union groups
- Unhealthy competition among trade union groups
- Political interference

What are the manifestations of the situation?

- Poor working conditions
- Weak trade union groups
- Memberships of trade union groups lacking trust and confidence in their leaders

What are the consequences of this situation?

- Extreme poverty, hunger, diseases, etc
- Frequent industrial actions/strikes

Who benefits from this situation?

- Government as an institution
- Politicians and entrepreneurs
- Employers

Who loses from this situation?

- Workers and their families
- Consumers
- Right holders

What can be done to address this situation?

- Effective advocacy and lobbying to effect change
- Trade union groups to be confident and self assertive
- Campaign for the review of labour laws
- Increase collaboration and cooperation among trade union groups

ACTION FOR LARGE-SCALE LAND ACQUISITION TRANSPARENCY & SiLNORF

Situation/Issue

Land owners are not appropriately and adequately compensated for the loss of their land.

Descriptive statement

The major activities of people at Malen chiefdom in Pujehun district are farming. Women engaged mainly in vegetable gardening and fishing, whilst men engaged in farming, hunting, charcoal burning, oil palm plantation and animal rearing. The advent of SOCFIN in 2009 changed a lot of things in Malen, including the livelihood options or activities of the people. SOCFIN acquired large portions of the land through a process in which the land owners were neither involved nor consulted. As a result, the land lease agreements failed to take onboard the concerns and aspirations of land owners and local communities.

Political situation

- Land owners and land users are not involved in negotiating land deals
- Decisions on land deals are taken by politicians and local chiefs

Economic situation

- Companies take people's land away from them without adequate compensation
- Local communities losing their only source of income and livelihoods

Environmental situation

- Chemicals that the company uses in the oil palm plantation adversely affect the health of local communities
- Water and air pollution resulting in diseases such as malaria and diarrhoea

Social situation

- High rate of school drop-outs
- Family and marriage break-ups
- Prostitution, teenage pregnancies and their attendant consequences.

Technological situation

- When production starts, SOCFIN will be employing more of people with technical skills eg tractor drivers, boiler operators, etc

Audience/Targets

- Land owners and land users
- Paramount chiefs and other chiefs
- Anti-Corruption Commission
- Ministries Departments Agencies
- CSOs, NGOs and INGOs

Why is the situation like this?

- Illiteracy
- Bad governance
- Land tenure system and other policies on land (ownership, management, etc)
- Poverty

In this situation who is benefiting?

- Local authorities
- Government
- SOCFIN

How?

- The company recognizes the authority of chiefs, politicians and other government officials
- The company pay bribes to chiefs, politicians and other government offices, as well as other fringe benefits

In this situation who is losing?

- Land owners and land users
- Local communities generally

How?

- Their lands have been taken away from them
- Their livelihoods activities have become limited
- Scarcity of food.

What will be the long-term effect if nothing is done about the situation?

- Local communities will no longer have land to farm

- Relocated communities losing their livelihoods and traditional environment
- Poverty, malnutrition and high death rates
- High illiteracy
- Increased violence and crime
- Increased food insecurity

What to be done to overcome this situation?

- Advocate and lobby for the review of land lease agreements
- Involve local communities in negotiating land deals
- SOCFIN to fulfill their corporate social responsibility

WOMEN ON MINING AND EXTRACTIVES (WoME)

Situation/Issue

Women’s rights within the context of mining and extractives

Political situation

- Women are marginalized and excluded in decision-making and governance processes

Economic situation

- Women are not compensated for the loss of their vegetable gardens and other property

Social situation

- Women are exposed to gender-based violence e.g. rape, sexual harassment unwanted pregnancies, etc.

Environmental situation

- Local communities, particularly women and children, suffer from malaria and other hazards because of open mining pits
- Water and air pollution

Technological situation

- Local communities lack access to electricity, internet/email facilities and other IT services
- High costs of mobile phones.

What are the manifestations of this situation?

- Women are not represented in the Community Welfare Committee
- Women are not allowed to own land
- Sickness and poverty
- Increase in number of school drop-outs
- Early marriages and teenage pregnancies
- Low number of women owning and using ICT equipment

What are the long-term consequences of this situation?

- More vulnerability for women and children
- Pervasive poverty for women
- Household food insecurity
- Community conflicts
- Under-development

What are the causes of this situation?

- High illiteracy
- Poverty
- Cultural and traditional beliefs and practices

In this situation, who are benefiting?

- Men
- Local authorities
- Mining company (OCTEA)
- Government officers

In this situation, who are losing?

- Women, youth and children
- Country, community and the people

**PARTNERS INITIATIVE FOR CONFLICT TRANSFORMATION
(PICOT)****Situation/Issue**

Poor and unaccountable governance at the local level

Situation Analysis Governance	
Political - Positives	Negatives
<ul style="list-style-type: none"> Local councils have been resuscitated Remedial and accountability structures have been created Laws and policies have been enacted. Traditional leaders (PCs) are now receiving salaries. Government structures put in place at chiefdom, district and national levels. 	<ul style="list-style-type: none"> Partial devolution of MDAs to local councils. Local councils are not accountable in their planning, implementation and management of development projects. Laws and policies that are enacted are not pro-poor. Government structures are ineffective.
Economic - Positives	Negatives
<ul style="list-style-type: none"> Liberalised market economy Influx of foreign investors, particularly in agriculture and mining. 	<ul style="list-style-type: none"> Stiff and unfair competition between local businesses and foreign investors
Social - Positives	Negatives
<ul style="list-style-type: none"> Reconstruction after the war is in progress. Introduction of Free Healthcare system for pregnant women, lactating mothers and under five children. Provision of improved rural water is in progress. 	<ul style="list-style-type: none"> Procurement policy not fully complied with. Inadequate public service provision. Road construction is done only in main towns and cities. Untimely and inadequate supply of medical materials. Provision of rural water is limited to cities and towns.
Technological – Positives	Negatives
<ul style="list-style-type: none"> Rural electrification – solar lights – is ongoing. Fibre optic cable landed in Freetown. More community radio stations set up. Improved Internet mobile phones connectivity. 	<ul style="list-style-type: none"> Frequent breakdown/destruction of solar lights. Solar lights are limited to big towns only. Installation of solar lights is very slow
Environmental – Positives	Negatives
<ul style="list-style-type: none"> Environment protection Agency (EPA) and the Climate Change Secretariat established. Sensitization and awareness raising on Environmental protection, mitigation and adaptation. 	<ul style="list-style-type: none"> Poor attitude of people towards environmental protection.
Consequences	
Political	Social
<ul style="list-style-type: none"> Limited citizens' participation. 	<ul style="list-style-type: none"> Under development

<ul style="list-style-type: none"> • Ineffective governance systems, structures and processes. • Patronages and clientele relationships. 	<ul style="list-style-type: none"> • Poor service delivery • High level corruption • Incomplete and abandoned projects. • Poor road network. • Maternal, infant morbidity and mortality. • Increase in water-related diseases. • Increase in crime rate.
Economic	Environmental
<ul style="list-style-type: none"> • Inflation • High cost of living. 	<ul style="list-style-type: none"> • Pollution • Deforestation and outbreak of wild fires. • Environmental degradation.

What are the manifestations of this situation?

- Bad governance (limited participation and accountability)
- Low knowledge and skills on governance issues
- Greed and selfishness.

What are the long-term effects of this situation?

- Under development
- Failed state
- Potential for a relapse to war
- Breakdown in law and order

In this situation, who are benefiting?

- Multinational companies
- Investors
- Government officials
- Local authorities

In this situation, who are losing?

- The people (Youth, women, children, people with different abilities)
- The nation

What should be done to overcome the situation?

- Disempowering the oppressors
- Education for self-reliance
- Awareness raising (civic education) on patriotism and active citizenship
- Review of laws, policies, systems and processes
- Strong monitoring and oversight structures put in place
- Application of equity at all levels.

NATIONAL ELECTIONS WATCH (NEW)

Situation/Issue

The electoral process in Sierra Leone: The electoral process is a vital political activity on the political calendar in Sierra Leone, because the president, members of parliament (MPs), Mayors/chairpersons and councilors are products of this process. It is conducted democratically and winners are determined by simple majority. But in the case of the president, simple majority will only come in after the first ballot has failed to produce a clear winner. Every vacant electable position is filled by going through the electoral process.

Political Situation

The electoral process is managed by the National Electoral Commission (NEC), which is an independent institution created by the Constitution of Sierra Leone. It is headed by a chairperson and supported by four regional commissioners: north, south, east and west. There are also district offices in each of the 14 administrative districts of the country.

There are other Electoral Management Bodies (EMBs) in the electoral process including the Political Party Registration Commission (PPRC), Sierra Leone Police (SLP), Office of National Security (ONS) and the National Elections Watch (NEW). All of these bodies play critical roles in the electoral process in Sierra Leone.

Economic Situation

NEC cannot raise enough money on its own to finance its operations because the conduct of elections is an expensive exercise. It is funded and supported by the Government of Sierra Leone and its donor partners such as UNDP, DFID and Irish Aid. This is making many Sierra Leoneans to doubt the fairness of NEC in the discharge of its duties, particularly on issues where the political party in power is involved. On the other hand, NEW gets its funding from international donor partners like DFID, UNDP and AusAid. The government, therefore, has little or no influence and control over its operations.

Socio-Cultural Situation

Sierra Leone is divided into four regions that are further divided into 14 districts. Election results over the years suggest that the regions are divided along party lines with the APC drawing most their support from the northern and western areas, and the SLPP from the southern and eastern regions. This is considerably affecting the entire voting pattern in the country. The elections are not issue-based, but are determined by parochial considerations.

Technological Situation

The 2012 electoral process saw the introduction, for the very first time, of the Biometric Voter Registration (BVR) . It was not used for the voting, though. The BVR process helped to reduce incidences of double registration considerably. But because voting was done manually, counting and tallying were delayed resulting in some sectors of society raising question marks over the electoral process in terms of transparency and credibility. Another technology that was introduced during the 2012 elections was the Situation Room. This was introduced by NEW and it helped civil society to provide real time news on the voting process to the general public.

NATURAL RESOURCE GOVERNANCE AND ECONOMIC JUSTICE (NaRGEJ)

Situation/Issue

Lack of transparency and community participation in the management and utilization of the DACDF/CDF

Political Situation

- Government officials use the DACDF to pursue their political agendas
- Low participation of beneficiary communities in identifying and implementing projects.

Economic Situation

- Communities losing their sources of income and livelihoods
- High costs of basic foodstuffs and other necessities

Social Situation

- Air and water pollution
- Poor infrastructure such as roads.
- Poor public service delivery in the area of education, health and sanitation
- Community conflicts

Environmental Situation

- Spread of water and airborne diseases such as malaria and diarrhoea
- Physical injuries caused by open mining pits

Technological Situation

- Community radio provides space for local communities to talk to themselves and to external audiences.
- Community radio uses local languages of the people.

What are the manifestations of this situation?

- Politicians misinforming the people about the DACDF

- Projects provide employment opportunities for community people
- Limited social facilities in the affected communities
- Flooding and outbreak of diseases
- Sharp drop in agricultural activities

Plenary/Feedback

After the gallery walk, participants went back into plenary and they made the following observations during the discussions:

- Some groups did not finish their work, whilst others finished theirs but they did not follow the format eg NaRGEJ, NEW and WoME.
- Some groups did a general description of the issue rather than limiting it to the sectors of their work as the assignment required. Also, the description did not reinforce the title or issue. The analysis should lead to the issue and not the other way round eg CSM-SL and PICOT.
- Some groups were not clear about who “benefits” and who “loses” from the situations they described, particularly the “how” aspect of it. It was missing out completely.
- Another aspect that was missing in most of the presentations was the “positives” and “negatives” consequences of the situations.
- Almost all the groups mentioned “stakeholders” in their presentations, but failed to do an analysis of them.
- The analysis/statements were not adequately supported by concrete evidence or examples. Doing analysis is good and very necessary, but it is very challenging as well. It will help you to get an-depth knowledge of a problem, a situation that affects you or your community. It helps to lay bare all the issues and their related-consequences.

SECTION 6: TYPES OF MANAGEMENT

This aspect of the training sought to introduce participants to the different types of management, as well as to help them reflect on how they have been managing their coalitions and networks.

Role Play

The facilitators introduced the session with a role play. The role play depicted a normal working day in an office, and how the staff were interacting among themselves and with their Director. The participants carefully observed the role play, and then shared their observations based on what they saw in the play with the plenary:

- A chaotic office
- Lack of respect for authority and insubordination
- Director quarreling with his junior staff
- Director drinking alcohol in the office during official hours
- One or two staff were very much committed to carrying out their responsibilities.
- Director making promises of promotion to those staff that were committed to the work.
- Project officer delegating responsibilities to other staff
- A very powerful Director barking down orders to his colleague staff; no space for questions/clarifications.
- Project officer inciting/conscientizing other staff to rebel against the Director.

Attitudes

The facilitators asked participants to reflect on the management attitudes, practices and approaches that the Director displayed in the role play. The participants associated his displays with the following attitudes:

- Arrogance
- Self-centredness
- Defiance
- Disorderliness
- Threats
- Dictatorial
- Lateness/not punctual.

Practices

- Unethical (Director drinking in the office)
- Insubordination
- Disagreements/confrontational
- Reward and punishment
- Strict structure to be followed (structured process)
- Procedural
- Poor communication
- Poor planning (meetings convened without planning)

Approaches

- Top-bottom approach (Director barking down orders)

- Hostile
- Reward and punishment
- Structured process
- Hierarchical/vertical

Beliefs

The facilitators posed questions aimed at getting the participants to discuss the belief system of this type of management, and the following information was generated:

- People cannot do anything unless they are directed (no sense of self-responsibility to do things on their own without being pushed)
- The system also believes in rewarding people for hard work and punishing others for laziness and insubordination.
- People are not ambitious and, therefore, the focus is on the system and not the people. Let the system sets the bar, let the system determines the direction things should go.
- People are by nature weak and lazy
- People respond to the needs of a system/organization, not theirs. People should belong to a system and contribute towards the system; people do not work for themselves, they work for the system.
- People are by nature disrespectful, unruly and, therefore, laws, policies and structures must be established to shape and control them.
- People depend on their leaders for their very survival and for their success.
- Accountability lies/depends on the system, and what the system wants. It has to be ordered by the system before it is done.
- The system believes in the *status quo*. When you challenge the *status quo*, you offend others and you face reprisal.

Key issues in management

- Communication (compliance, top-bottom)
- Decision-making
- Leadership (enabling)
- Principles and procedures
- Belief system (people).

Role play

At this juncture, the facilitators asked the participants to watch another role play. Like the first role play, this also depicted an office setting, but only that

the management style in this was fundamentally different from the previous one. After the role play, participants discussed what they saw and made the following observations:

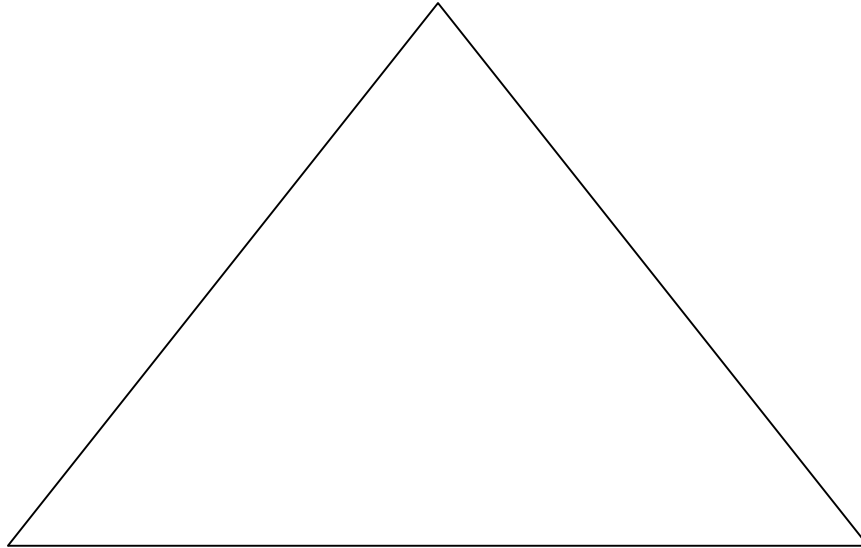
- Quiet office setting
- Good and effective communication among staff and with the management.
- Constructive dialogue taking place
- Effective coordination and regular consultations
- Team work (every staff taking part in writing projects)
- The project/programme officer much more effective; acting as liaison between the Director and other staff.
- Staff cooperating with their leadership and among themselves
- Orderliness
- Staff are focused, persevered and result-oriented
- Enabling leadership; giving supportive supervision.
- The Director recognizes staff and their hard work
- The Director delegates responsibilities
- The Director is relaxed and approachable
- Staff taking credit for success: they express happiness and delight over the approval of the project
- Staff are confident and well-composed.

Alternative Management Model

The facilitators presented a new model of management that they considered to be more favoured in managing coalitions and networks.

NEEDS

(Needs of the organization and people, and not those of the leadership)



DIGNITY

(Because it is the people that defend and protect the organization. The organization ceases to exist when there are no people)

VOICE

(Voice of the people should be heard in everything)

Beliefs of the Alternative Management Model

- The Alternative Management Model believes in People. They are the reason for the existence of organizations. It believes that people are not lazy, nor are they, by nature, wicked. They have a vision and they are ambitious because nobody wants to remain in the same position/situation forever; people want to grow, to develop.
- The management system must be structured in a way that it promotes the dignity and needs of people within and without the organization.
- Principles and procedures of the organization must be done such that they recognize and promote the needs and dignity of people and the organization; the focus should not be on protecting and promoting the needs and aspirations of the leader.
- The leadership should be ENABLING to create the enabling environment for everybody in the organization to do more.
- The leadership must also be shared. You cannot be in Freetown and control everybody across the country. Delegate responsibilities; team approach is, therefore, encouraged.

- Communication should not be based on directives, but on proposals, consultations and confidence building; provide the space and make the staff feel respected with a sense of belonging.
- In this system, you don't manage, you coordinate. Establish small teams that relate to and work with each other.

Commitment

The facilitators asked participants to define the word "commitment" within the context of the foregoing discussions:

- Dedication to duty and responsibility
- Planning and doing with all your might, heart and mind
- Total devotion
- Binding to something or a cause
- *Tawakaltu*: wholehearted involvement
- Constant and consistent engagement on an issue to achieve results
- Complete perseverance
- *PAOPA*: Working to achieve a result by all means.

Manifestations of low commitment

- Irregularity – staff not coming to work on time
- Lethargy – staff not meeting deadlines
- Staff are argumentative and confrontational
- Carefree attitudes towards work
- Staff abandoning their duty posts
- Too many excuses
- Insubordination
- Insensitive to ideals of the organization
- Inattentiveness
- Non-compliance
- Apathy/staff resigning to fate
- Formation of cliques and camps
- Poor communication/none at all

If the leadership does not pay attention to issues of commitment, coalitions and networks easily go into comatose and eventually die. Organizations should put measures in place to assess level of commitment at all times. This is very important to the sustainability of networks and coalitions.

Group Work

The facilitators asked the participants to break out into groups and identify at least three things that would make them committed to their organizations, and what they would want the management of their organizations do to sustain such commitment

NATIONAL YOUTH COALITION

What makes you to be committed to your organization?

When the following core values of the NYC are respected and observed:

- Transparency and accountability
- Non-discrimination
- Tolerance
- Respect for human dignity
- Equal opportunity
- Respect for the rule of law.

What do you want management to do to sustain it?

- Holding regular meetings and information sharing
- Delegating duties and responsibilities.
- Holding Board and annual general meetings with coalition members
- Payments of subscriptions/contributions by the coalition members
- Recognize and reward good/hard work
- Strengthen partnership with relevant institutions, donors and MDAs
- Do effective monitoring and evaluation of programmes and projects.

PARTNERS INITIATIVE FOR CONFLICT TRANSFORMATION

What makes you to be committed to your organization?

- Passion for the intervention strategies.
- Learning, sharing and capacity building opportunities
- Involvement and participation in decision-making processes
- Free flow of information
- Downward accountability
- Systems, structures and processes are adhered to.

What do you want management to do to sustain it?

- Improved internal communication through regular meetings, reflection and information sharing.
- Improve transparency and accountability through the sharing of budgets and implementation plans.
- Opportunities must be shared among members of the coalition
- Increase collaboration and partnership.

CIVIL SOCIETY MOVEMENT – SIERRA LEONE

What makes you to be committed to your organization?

- Free flow of communication
- Inclusiveness, openness and participation (good governance)
- Passionate for human rights issues
- Action and result-oriented
- Respect for all
- As long as the agenda of the Movement still remains relevant
- Room for dialogue and solidarity engagements.

What do you want management to do to sustain it?

- Capacity building of members
- Maintaining the democratic principles of the organisation
- A well-structured and functional secretariat
- When the leadership continues to be accountable to the membership
- Members paying their contributions and making professional inputs
- Welfare of members are addressed in accordance with agreed policies and principles
- Holding regular meetings.

COMMUNITY RADIO NETWORK

What makes you to be committed to your organization?

- Honesty: This should be maintained at all levels.
- Accountability and transparency at all levels.
- Leadership by examples.
- Good communication.
- Job security and welfare of staff guaranteed

- Team work, love and respect for all.
- Credibility at all levels.
- Passion for the work.

What do you want management to do to sustain it?

- No sacred cows; equal treatment for all
- Regular meetings and consultations
- Availability of training and other capacity building opportunities
- Effective collaboration and partnership.

**ACTION FOR LARGE-SCALE LAND ACQUISITION
TRANSPARENCY & SILNORF**

What makes you to be committed to your organization?

- Transparency and accountability
- Reward for good/hard work
- Respect for human dignity
- Opportunities for capacity building
- Team work
- Good and effective communication

What do you want management to do to sustain it?

- Hold regular meetings including AGM
- Take decisions through consultations and consensus building
- Uphold and continue to practice the values above.

NATURAL RESOURCE GOVERNANCE AND ECONOMIC JUSTICE

What makes you to be committed to your organization?

- Commitment towards achieving the objectives of the coalition
- Work of the coalition will bring about positive change in the lives of people
- Transparency and accountability.

What do you want management to do to sustain it?

- Availability of a functioning secretariat and governance structures.
- Well-structured fundraising activities and resource mobilization drive.
- Opportunities for capacity building.
- Effective networking and information sharing.

TRADE UNION CONFEDERATION AND SIERRA LEONE LABOUR CONGRESS

What makes you to be committed to your organization?

- Maintenance of the membership of the union
- Supportive supervision by the leadership
- Transparency and accountability
- Respect for the core values of the union

What do you want management to do to sustain it?

- Internal democracy
- Honesty and sincerity
- Transparency, accountability
- Regular reflection and information sharing
- Effective monitoring and evaluation.

WOMEN ON MINING AND EXTRACTIVES

What makes you to be committed to your organization?

- Involvement of members in the planning and implementation of activities
- Free flow of information within the organisation
- Delegation of duties and responsibilities.
- Transparency and accountability
- Respect for human dignity
- Equal treatment to all members at all levels.
- Availability of funding for implementation of activities.

What do you want management to do to sustain it?

- Define clear roles and responsibilities for members
- Make clear the mandate of the coalition to all the members
- Hold frequent meetings and consultations
- Establish feedback mechanisms and respond to concerns of members
- Transparency and accountability
- Robust fund raising and resource mobilization.

SECTION 7: RESOURCE MOBILIZATION

This session sought to strengthen the knowledge and skills of participants in mobilizing resources to run the affairs of their organizations.

Resource mobilization: What is it?

These were the responses of participants:

- Bringing together the required and necessary materials/items to undertake a project or an activity eg human resources, finances and machinery.
- The act of finding support in the form of money and other assets to support a specific activity/project.
- A process by which an organization or institution goes around to ensure that human, material and capital are raised to achieve a common goal.
- A process of bringing together the needed personnel, logistics to support the implementation of an action/activity.
- The acquisition of the required skills and knowledge to develop plans that will lead to achieving the aims and objectives of an organization.
- It is a strategy with the main purpose of soliciting financial, material and human support from donors and other partners to achieve a goal.
- A process whereby plans and strategies are put in place to access human, financial and material resources for the running of an organization/institution to undertake set activities/targets.
- A process aimed at accessing and managing an organization's inputs.

Why is resource mobilization key to NGOs/CSOs?

- Resources enable CSOs to embark on actions that will bring about change.
- Resources enable institutions/organizations to function and be effective.
- Resources are key to effective management and control of organizations
- Resources help to determine the strength and ability of an organization to achieve its set objectives.
- It enhances the commitment of members/staff of an organization.
- It's necessary and critical to the sustainability of organizations
- It supports capacity strengthening/building of an organization and its staff
- Helps to empower organizations to contribute more effectively to national development.
- It helps to increase the status and visibility of organizations and institutions.
- Resources help to create secured employment.

How best to mobilize resources for NGOs and CSOS

The facilitators asked the participants to break out into groups of twos, fours and then in bigger groups to discuss and come up with creative ways through which NGOs and CSOs can generate resources. They came up with the following:

- Providing consultancy services such as research, facilitation and report writing. This requires the strengthening of the capacity of coalitions and networks.
- Membership contributions. This works mainly for labour movements and other membership organizations. Coalitions and networks should encourage their members to pay contributions.
- Embark on economic activities like agriculture, poultry and other businesses such as cottage industries and second hand clothing.
- Investments through the purchase of bearer bonds, shares in viable business corporations, construction of hotels, guest houses and real estate, among others.
- Social enterprises/activities: trade fairs, pageant shows, musical concerts, public lectures, dash cards, sponsored walk, football galas, etc.

Project report writing

The facilitators generated a lot of discussions around end of project report writing which they considered to be a critical aspect of resource mobilization. After the discussions and sharing of experiences, the facilitators presented the template or checklist below:

Section 1: Context

1. The original situation

- A brief summary of the situation at the time of writing the proposal.

2. An update on the situation

- A brief description of any relevant changes in the community, region or country you are working that occurred between the time you wrote your proposal and the end of the project implementation.
- A brief description of any changes in the type, quality or quantity of information on the situation that was available at the time of writing the proposal;

- An analysis of how these changes directly affected the project's implementation and/or the project's beneficiaries.

3. Section 2: Beneficiary information

1. Description of Beneficiaries

- The number of people who directly benefited and/or the number of people who directly participated in the project's activities.
- The number of men, women, boy children and girl children or other categories of disadvantaged persons who are included in the above number of direct beneficiaries;
- A brief description of these direct beneficiaries;
- The number and a brief description of any indirect beneficiaries of the project.

4. Targeting of Beneficiaries

- An explanation of how and why the particular area or community was chosen for the project;
- An explanation of why you chose the participants you did for your project activities;
- A detailed description of how these participating people were chosen;
- Give as many relevant details as possible about the process used to select the people participating in the project;
- The criteria on which targeting decisions were made;
- An explanation as to why other community members were not chosen;
- The efforts made to ensure the targeting process was transparent (i.e. how you made sure the community was aware of who was being chosen, who was not, and why);
- Any challenges encountered during the targeting process as well as what was done to overcome them.

Section 3: Your results chain

1. Inputs

- The community's major contributions towards the project;
- The amount of resources provided or received for the project and how it was used;
- The amount of money received and details on how it was spent;

- A detailed explanation of any significant difference between the amount spent and the amount budgeted on an individual item;
- All major receipts and other financial documentation (clearly identified with the item line it relates to).

2. Activities and Outputs

- A description of the activities that were carried out;
- A description of what changed in the community or within the beneficiaries' households because of these activities – these are your outputs;
- An analysis of whether or not any of the changes affected men and women differently;
- An explanation of why these changes affected men and women differently, if that is the case.

3. Outcomes (Objectives)

- A description of what the project was trying to accomplish (objectives from proposal);
- A description of what the project actually accomplished (objectives achieved);
- An explanation of any differences between what was planned and what was accomplished;
- Any changes made to the objectives of the project in order to adapt to the context described in section 1.

4. Impact (Purpose)

- The long-term impact of your project;
- Any real or anticipated difference in impact on men and women or people with disability;
- Any contribution made towards the purpose statement in the proposal.

5. Evaluation methodology

- Information you collected in order to measure your indicators;
- Clear description of how this information was collected and analyzed;
- Complete analysis of the results and implications of your evaluation.

6. Risks and Assumptions

- Analysis you identified in the proposal – or anything else – that interfered with reaching the project’s objectives and purpose;
- A description of what was done to overcome these risks and obstacles in order to continue pursuing and/or achieving your objectives;
- Any assumptions from your proposal that did not hold true;
- An analysis of how the fact that these assumptions did not hold affected your project.

7. Updated Project Logical Framework

- A thoroughly revised and updated Project Logical Framework;
- Any relevant reflection on how your project changed between the time your proposal was written and the end of the project’s implementation;
- An explanation on how these changes affected the various parts of the Project Logical Framework.

Section 4: Learning

1. Lesson learned

- Anything that you – the implementing organisation – learned that related to the activities, outputs or objectives of the projects;
- Anything you learned about the communities, beneficiaries or other organisations you worked with;
- Anything that the community learned during their participation in the project;
- Details on how each of the lessons was learned.

2. Testimonials

- A few stories from the people that benefited from your project

3. Future planning

- Ideas about what needs to be done next.

SECTION 8: ACTION PLANNING FOR CHANGE

This session sought to introduce participants to a deeper understanding of situational analysis for the purposes of developing an action plan. The facilitators made the following presentations, which generated lots of discussions and examples along the way.

1. Situational analysis

a. Internal

- Strategic direction
- Functionality (dormant/revived)
- Governance/management structures
- Membership
- Operational policies, procedures, mechanisms, etc
- Resourcefulness – money, expertise, equipment and materials.

b. External

- Situation of community/constituency
- Responsiveness/actions of duty bearers/authorities
- Role of development partners, international community, etc
- Role of the private sector
- Work/position of other actors eg CSOs, NGOs, etc.

2. Prioritize issues based on criteria and choose what to focus on for the next three months. Why the choice (reasons)?

3. What do you want to achieve – objective(s) (SMART)

4. What are the milestones to the objectives (significant changes)?

5. What are the possible ways to achieve the objectives i.e. strategies/actions?

- Advantages and disadvantages of each proposal (strategy) – time, money, people and equipment
- Which proposal/strategy do you accept?

6. Who will do What, When, Where and How?

7. When do you monitor and evaluate your action?

- How?
- By whom?

Group work on action planning

The facilitators divided the participants into coalition-based groups and asked them to develop action plans that they would implement in the next three months (July – September 2014).

NATURAL RESOURCE GOVERNANCE AND ECONOMIC JUSTICE

Internal

- There is a draft strategic plan which is yet to be validated by the general membership.
- NMJD is hosting the Coordinating Secretariat and also serving as the chair in an interim capacity.
- Membership is loose and members are autonomous
- Work of the network is done through committees
- There are no written policies, procedures and processes to guide the work of the network; the chairperson and the committees determine the way the network is run.
- Inadequate funding and poor logistics

External

- Mining communities are vulnerable and suffer from human rights abuses and environmental degradation, among others.
- They make less or no contribution to the management of their natural resources
- Duty bearers/Authorities are very slow or sometimes not responsive at all to the needs and aspirations of the people; they are more concerned about lining their pockets with ill-gotten wealth.
- The natural resource sector makes huge contributions to the country's GDP.
- Most of the key activities in the sector are shrouded in secrecy thereby making corruption to thrive.

Priority Areas

- Setting up of governance/management structures
- Establishment of a functioning secretariat.

Reasons

- For the effective coordination and supervision of the activities of the coalition.
- To replace the interim arrangement with an elected executive with a functioning secretariat.
- To enhance the proper management of NaRGEJ.
- To hold regular meetings, reflection and planning

Advantages

- Well-informed and active management body.
- Mechanism put in place to mobilize resources to carry out coalition activities.

Disadvantages

- The coalition may lack resource mobilization strategies.
- Membership paying more attention to their individual groups.

Time

3 months

Resources

- Money: US \$ 50,000 (Fifty Thousand United States Dollars)
- People: 10 (Ten)
- Equipment: vehicle, computers, projectors, etc., etc.

Who takes responsibility?

Working committee and chairperson

What/Activity?

- Resource mobilization
- Organize meetings
- Conduct elections

When/Date

July – September 2014

Where/Place

Freetown

How/Procedure

- Writing proposals
- Writing and sending invitation letters
- Setting-up of an electoral committee
- Identifying office space
- Developing monitoring checklist/Logframe.

NATIONAL YOUTH COALITION**Internal**

NYC is a youth-serving agency that seeks to ensure that the welfare of all Sierra Leonean youth are promoted and their fundamental human rights progressively protected. Young people constitute about 50% of the population of Sierra Leone, yet they remain highly unemployed and less catered for. This problem is compounded by the non-availability of authentic data base of skilled and unskilled, employed and unemployed youth across the country.

Nonetheless, there are youth that work very hard to create opportunities for themselves in the areas of innovations, sports, entertainment, mechanics, IT, carpentry, agriculture and other trades to earn their livelihoods in dignity and to make them become self-reliant. But there are others that are involved in perpetrating violence and other untoward activities. The coalition has been advocating for young people at all sectors of society. As a coalition, the secretariat is faced with several challenges; key among these challenges are inadequate funding and lack of a strategic plan

External

Over the years, youth have been widely marginalized and excluded from decision-making processes at all sectors, particularly in the political sector where youth are hardly considered and supported to contest for elective positions. The issue of youth inclusion in decision-making process still remains relevant in the work of the coalition, and it is necessary for the maintenance of

peace, stability and overall development. The TRC report recommended this as well.

External

- Insensitivity of duty bearers/authorities to the concerns raised by youth groups and youth-serving agencies
- Limited facilities and opportunities for youth to develop themselves.
- Limited opportunities for youth employment and job creation.

Priority Areas

- Fundraising
- Capacity building
- Advocacy and lobbying of MDAs and private sector.

Why

- Funding is critical to the effectiveness of the coalition
- To organize trainings and other capacity building events for youth
- To support youth groups that have skills that can make them self-employed.

Objective	Baseline	Milestones/ indicators	Activities	Outputs
To train youth leaders in leadership and Management Models.	High youth unemployment Low capacity of youth in leadership and management	Minutes of consultations and MOU. Concept for the training. Training programme and report.	Training in basic skills and techniques in leadership and Management Models.	Youth leaders have been trained in management models.

Advantages

- Youth leaders equipped with the necessary leadership and management skills
- Effective time management.
- Value for money.

Disadvantages

- Too little time to cater for all the targeted beneficiaries.
- Inadequate resources to fully undertake all planned activities and programmes.
- Bad/inclement weather may hinder the holding of some activities

Monitoring and evaluation

- Monitoring and evaluation are conducted throughout the process and after the process.

How?

- Monitoring and evaluation will be carried out through regular field visitations, focus group discussions, interviews and observation.

By whom?

- NYC Secretariat.

Activities	When	Where	How
Consultations	1 st - 3 rd weeks July 2014	Freetown (urban & rural)	Meetings
Write and distribute invitation letters to participants	4 th week July 2014	Freetown (urban & rural)	Hand delivery and follow-up telephone calls
Training workshop on management models	2 nd - 3 rd weeks August 2014	Freetown (rural & urban)	Lectures, expert presentations, experience sharing & group work.
Reports writing	1 st – 2 nd weeks September 2014	NYC Secretariat Freetown	Compilation of rapporteurs notes, hand-outs, etc.

WOMEN IN MINING AND EXTRACTIVES

Internal

- WoME is at the embryonic stage.
- We are using the alternative model of governance
- The organization lacks the necessary equipment and facilities: computers, printers, cameras, office space and money.

External

- We have a cordial relationship with the community.
- Some local authorities support what we are doing, but they are not associating with us publicly
- International partners' interest in our work is increasing.
- Older NGOs and INGOs are ready to work and share their experiences with us.

Priority Issues

- Finalisation of our Strategic Plan.
- Revitalization of our membership.

Time

Three months

Objectives

- To give us a clear direction that will guide our work
- To enhance our resource mobilization
- To increase the visibility of our coalition.
- To increase our efficiency and effectiveness.

Milestones

- Consultative meetings with membership on the strategic plan for their inputs.
- Sharing of draft SP with membership.
- Production of the final version of the SP.
- Explaining the contents of the SP with women - one day meeting in each of the communities.
- Establishing and supporting the leadership structures.

Advantages

- It will help to increase our impacts.
- It will help to strengthen the resource base of the coalition.
- It will promote local ownership
- It will help increase our membership.

Disadvantages

- Increased volume of work
- Limited timeframe
- Potential for inefficiency and ineffectiveness.

TRADE UNION CONFEDERATION SIERRA LEONE & SIERRA LEONE LABOUR CONGRESS

Internal

Strategic Direction

To establish a trade union coalition that will promote and strengthen unity and solidarity among actors in the sector in order to maximize workers benefits.

Functionality

This coalition came into existence as a result of the current DELTA trainings. Before the advent of the DELTA trainings, the two national labour groups operated separately and independent of each other. As at now, it only exists in principles, and we are working towards developing procedures, processes and strategies to further enhance and formalize the relationship (signing of MoU).

Membership

The community of workers remains largely unorganized with low pay, and they are vulnerable and susceptible to many forms of unfair labour practices.

Duty Bearers

Notwithstanding this, opportunities and a space exist for the leaderships of labour groups to take advantage of in order to improve the conditions of workers in the country. But they have not been able to do so effectively, hence the current situation.

Resourcefulness

There are great potentials in terms of availability of human and material resources that civil society can engage with to bring about the needed change in the labour sector.

Responsiveness

The laws of the country make provision for freedom of association, and there is enough legal and policy space for the labour movement to thrive.

Unfortunately, the movement over the years has not been able to fully utilize these opportunities that are available to them. This is due largely to internal leadership squabbles, greed and selfishness. This gives meaning to the urgent need to re-orientate the labour movement, particularly the leadership.

Development Partners

Despite all of these challenges, there still exist great opportunities for cooperation and collaboration with other development partners here in Sierra Leone and abroad.

Private Sector

To pay living wages to the workers

Priority Issues

- Creating the enabling environment for effective cooperation and collaboration through: Joint meetings, Formalization of the relationship through the signing of a Memorandum of Understanding, and the establishment of a Joint Co-ordinating Committee.

Objective

To strengthen the effectiveness and efficiency of the trade union movement in Sierra Leone

Milestones

- Signed Memorandum of Understanding (MOU).
- Minutes of the meetings.
- Strategic plan.

Possible Ways

- Consultations

- Meetings
- Lobbying.

Merits and Demerits

Merits

- These two meetings will serve as an effective ice-breaker for future engagements.
- The meetings will serve as a platform for confidence building, trust and effective networking.

Disadvantages

- The direct opposites of the advantages stated above.

Who	What	When	Where	How
SLLC	Consultative and planning meetings.	23 rd July 2014 (first meeting)	Workers Assembly Hall in Freetown (SLLC).	Letters, emails and telephone calls
SLLC	Consultative and planning meetings.	28 th August 2014 (second meeting)	Workers Assembly Hall in Freetown (SLLC).	Letters, emails and telephone calls
SLLC	Consultative and planning meetings.	17 th September 2014 (third meeting)	Workers Assembly Hall in Freetown (SLLC).	Letters, emails and telephone calls
SLLC & TUC-SL	Monitoring and evaluation	3 rd week September 2014	Freetown & regions	Focus group meetings Interviews Questionnaires

PARTNERS INITIATIVE FOR CONFLICT TRANSFORMATION

Situational Analysis

PICOT is a registered coalition of civil society organisations that are working with local communities using Conflict Transformation and Rights-Based Approaches to strengthen the culture of peace in Sierra Leone. PICOT has a vision, mission, core values and a strategic plan. It also has a well-structured management that comprises the Board of Directors, Management Team, Partners Implementation Team and a Secretariat.

PICOT is a membership organisation with two partners i.e. NMJD and MCSL; but it is still open to like-minded organisations to join. PICOT has no separate policies and procedures in place, but it operates on member organisations' policies and procedures. PICOT is implementing the Accountability for Peace Consolidation programme: Transforming unjust power relations and policies for improved service delivery in Bo and Bonthe districts; and the Fines and Fees for Traditional Dispute Resolution programme: Transforming Traditional barriers to justice in remote communities in Sierra Leone.

The Secretariat is currently hosted at NMJD's Southern Regional Office in Bo. It has trained and skilled personnel, but limited logistics in terms of vehicles, motorbikes, computers to run the coalition effectively. PICOT works in 60 deprived communities in Bo and Bonthe districts, where there are serious challenges in people accessing information on governance, and in inclusive participation and improved service delivery. PICOT has facilitated District Governance and Accountability sessions, Policy Dialogue meetings with MDAs and clustered community dialogue sessions, all aimed at addressing the above challenges.

Prioritized Issues

- Accountable local governance.
- PICOT membership drive.
- Fund raising/resource mobilization for PICOT to implement its strategic plan.

Reasons

- To expand the membership from two to eight in order to give the coalition a national character by end of September 2014.

How?

- Receive and process applications for membership of PICOT
- Organize orientation meeting for the expanded membership

Activity	When?	By Whom?	Where?
Phone calls	Ongoing	Coordinator/ Manager	Secretariat in Bo
Circulation of letters through emails	June – September 2014	PO Coordinators	Secretariat, Partners Offices in Bo & Bonthé
Production and circulation of PICOT Brochure	June – July 2014	Coordinator/ Manager	Secretariat, Partners Offices
Sharing of PICOT membership forms	June 2014	PICOT Coordinator/ Manager	Secretariat in Bo
Sharing of PICOT strategic plan	August 2014	PICOT Coordinator/ Manager	Secretariat in Bo
PICOT Management Team meeting	August 2014	Managers, Partners, PO Coordinators	Freetown
New Partners Orientation session	September 2014	Managers, Partners, PO Coordinator	Date to be determined

NATIONAL ELECTIONS WATCH

Internal

- NEW has a membership of over 400 civil society groups across the country.
- NEW monitors all public elections throughout Sierra Leone and enjoys a lot of respect and confidence at home and abroad.
- This intervention is to ensure citizens' participation, good governance, accountability, transparency and to engender peace and development.
- No strategic plan as a coalition
- The operational policies, procedures and processes are not written down.
- We are getting funding from DFID, OSIWA, AUSAID and other donor partners.
- There are governance and coordinating structures at all levels: chiefdom, district, regional and national.
- The secretariat is equipped with ICT equipment such as computers, cameras, printers, internet/email facilities and VPN network.
- Despite this, mobility remains a serious challenge.

External

Responsiveness of duty bearers/authorities

There is high-level collaboration with the duty bearers, the international community and civil society organisations. The duty bearers include National Electoral Commission, the Sierra Leone Police (SLP); the international community include DFID, UNDP and OSIWA.

Role of Development Partners

The development partners are willing to give support to the electoral process by providing funds and technical expertise.

Role of private sector

Mobile phone companies are the most active in supporting our work. They provide us with mobile phone services (VPN) to enhance effective communication within the coalition.

Prioritized Issues

The restructuring of NEW structures across the country: The present structures are no longer as effective because of the changes and developments that have taken place in the coalition. Already, the restructuring has started with the conduction of elections for all the District Management Teams. The regional and national elections will be conducted later.

Objective

- To renew the mandate of officers at all levels of NEW structure (District, Regional, National and Strategic Management)
- To clearly define roles and responsibilities of all NEW structures

Milestones of Objectives

- Elections of officials at district, regional, national and SMC levels.
- Revised terms of reference for NEW structures (TOR).

Ways/Strategies

- Consultations
- Meetings at district, regional and national levels.
- Orientation of members of the revived structures.

Activity	Time/Place	Responsible Person	Equipment	Budget
Consultations	Monthly	SMC Secretariat & DCs	Phones, top-up cards, A4 paper	Le. 10,000,000
District meetings	District HQ - May 2014	SMC Secretariat & DCs,	Top-up cards, DSA, vehicles, fuel.	Le. 60,000,000
Regional meetings	Regional HQ – June - July 2014	SMC Secretariat & DCs	Top-up cards, vehicles, fuel, DSA	Le. 40,000,000
National meeting	Freetown - August 2014	SMC Secretariat & DCs	Top-up cards, fuel, vehicles, DSA	Le. 60,000,000

Monitoring and Evaluation

Monitoring is a continuous process; evaluation is carried out at the end of the process.

How?

Monitoring and evaluation will be done through observation, visitation, interviews and focus group discussions.

By whom?

M&E Unit of NEW (Secretariat)

COMMUNITY RADIO NETWORK

Internal

Description/Background

Over the years, timely information dissemination was a problem in Sierra Leone. The only state broadcaster (SLBS then) came to a halt (off air) in the 1980s thereby leaving the people with no better alternative of sources of information. They relied heavily on rumours. Even when it was revived in 1992, the state broadcaster was still only serving the capital city and its environs. It was serving more like an organ of the government than a state entity that was required to serve the interest of the people.

It was this unfortunate situation that led to the emergence of community radio stations to provide alternative sources of information for local communities and the nation at large. CORNET was established to coordinate and strengthen the operations of community radio broadcasting.

Strategic Direction

- Informed communities through the provision of timely and balanced information to local communities
- Enhanced participation of local communities in decision-making processes.

Functionality

Dormant

Governance

The structures are in place, but they are not working.

Membership

The membership too is dormant because of lack of effective coordination and supervision by the coordinating secretariat.

Polices

There are well-defined polices, but again they are not functioning.

Resourcefulness

CORNET is not working as a team, even though the individual radio stations are very effective.

Situational Analysis

Political situation

- Existence of the Public Order Act 1965
- Political interference using the police and other state apparatuses.

Economic situation

- Weak economic base of community radio stations
- High costs of studio and broadcasting equipment.

Social situation

- Poor working conditions of community radio staff
- Limited opportunities for training and other capacity building events.

Technological situation

- Low knowledge and skills in the use of IT
- High cost of Hi-Tech equipment.
- Poor electricity supply.
- Limited access to internet/emails.

Priority Issues

- Low community and state support to the operations of community radio
- Threats of political/administrative interference.

Objective

To revive and make CORNET vibrant

Milestones

- A coordinating secretariat secured
- Formalization of governance structures
- General meeting held.

Ways

- Holding meetings with the Board and outgoing Coordinator
- Member radio stations paying membership subscriptions.

Responsiveness of duty bearers

- High, but it is sometimes suspicious

Roles of partners

- Capacity building.
- Funding to enhance effectiveness.
- Feedback to help identify weakness
- Provision of technical support

Roles of private sectors

- Patronage and philanthropy
- Capacity building.
- Provision of logistical, technical and financial support.

ACTION FOR LARGE-SCALE LAND ACQUISITION **TRANSPARENCY & SiLNORF**

Internal

ALLAT is a coalition of civil society organizations that are working on issues of land rights. It has a strategic plan that directs the work of the coalition. The coalition is functional with effective coordination and communication among member organisations. The governance structures including the secretariat, executive and other organs are all in place and functioning.

Operational policies, procedures and mechanisms

- Good channels of communication and complaint mechanism.
- Organogram available
- Internal control systems are in place.
- Personnel and resource mobilization policies.

External

Situation of communities and constituencies

Communities and constituencies are marginalized and completely excluded from negotiating land deals. They are also not involved in other decision-making processes.

Responsiveness of duty bearers

- Some duty bearers/authorities are happy and supportive of the operations of ALLAT and SiLNORF whilst others are not.
- Some duty bearers/authorities have low knowledge of what ALLAT and SiLNORF are doing and what it stands for.

Role of Development Partners/International community

- Capacity building through information sharing, collaboration and partnership
- Monitoring, research and publication

What to focus on for the next 3 months

- Awareness raising and sensitization on land rights issues
- Organization and mobilization

What do you want to achieve? (Objective/significant change)

Land owners and users are involved in negotiating land lease agreements

What are the possible ways to achieve this objective?

- Identifying the stakeholders involved.
- Capacitating/empowering the marginalized communities.
- Engaging/Lobbying policy makers.

What are the milestones to the objectives/significant changes?

- Dialogue meetings with stakeholders.
- Availability of resources/resource mobilization
- Increased commitment/teamwork.

What are the possible ways for achieving the objective?

- Awareness raising activities for communities
- Organizing stakeholders' forum.
- Lobbying policy makers.
- Capacity building of communities
- Empowering local communities.
- Organizing and mobilizing stakeholders

Advantages

- Regular monitoring and information sharing by communities.
- Project proposals are designed to address the real problems of local communities because of knowledge of the situations.
- Commitment and teamwork.
- Sustainability.

Disadvantages

- Farming calendar/activities affecting the advocacy work
- Inadequate logistics
- Threat of epidemics such as Ebola
- Illiteracy/ignorance

Monitoring and Evaluation

This process can be monitored by CSOs, NGOs and ALLAT Coordinating Secretariat

How?

- Field visitations
- Reading/monitoring newspaper reports
- Interviews
- Focus group discussions.

By whom?

- ALLAT and SiLNORF M&E officers
- CSOs and donor partners

CIVIL SOCIETY MOVEMENT – SIERRA LEONE

Situational Analysis

Internal

- A Committee has been set up to develop working documents such as pedagogy, constitution, etc for CSM-SL
- Commemoration of the May 8th 2000 civil society Martyrs was held in Freetown for the first time.
- A Strategic Planning Committee has been set up to develop a strategic plan for CSM-SL.

Functionality

CSM-SL is functioning with operating structures at all levels. But these structures have not been as effective as CSOs will want them to be.

Governance

The tenure of the current governance structures has expired since 2011. Even though they are still functioning, this means that they no longer have any legitimacy. They have to renew their mandate/legitimacy from the membership through elections.

Administrative

The secretariat is functional and do coordinate activities of the movement at all levels.

Membership

CSM-SL still has a broad membership across the country, but the spirit and commitment of the members are weak and low.

Operational Policies

CSM-SL has developed some policies and procedures including: Financial Operational Manual, Auditing, Personnel Policy, Membership Policy and Workplace Safety Policy.

Resourcefulness

The member organizations offer expertise in different disciplines such as administrative, advocacy and lobbying, facilitation, monitoring and evaluation, project development, peace building and gender.

External Political

There is an enabling environment for the operations of CSM-SL:

- Legal framework
- National and international recognition
- Availability of several opportunities and platforms for the enhancement of CSM-SL

Economic

- Weak economic base.
- Overdependence on donor support.

Social

- High costs of basic foodstuffs and other essential commodities
- Free healthcare policy not fully complied with
- Low standard of education in the country
- Threat of Ebola disease

What is the responsiveness of duty bearers/authorities?

- Threats against CSOs by members of parliament.
- Government creating space for CSO participation in state activities and processes.
- Support in capacity building efforts of CSOs.
- Provide resources and technical expertise.
- Support solidarity and collaborative engagement e.g. participation in internal and external conferences.

Role of the private sector

Some sectors of the private sector such as bike riders, petty traders and companies exploit the citizens that seek/use their services.

Work of other actors

- CSOs and NGOs monitor government's activities
- Provide essential services to local communities.
- Support government policies and programmes.

Priorities issues

- Developing a new strategic plan for CSM-SL.
- Hold fresh elections for the governance structures at all levels.

Why?

- It will help to provide strategic direction for CSM-SL.
- It enhances resource mobilization.

What do you want to achieve (Objective)?

- To develop the strategic plan
- To mobilize adequate resources to support the operations of CSM-SL

What are the Milestones?

- Establishment of a seven-person committee to develop the SP
- Raised enough money (Le7,000,000.00) to hold a consultative conference
- Draft Strategic Plan presented for validation.

Possible ways to achieving the objectives

- Meetings

- Consultations
- Radio discussions
- Resources mobilization.

What	When	Where	How	Who
Meeting with stakeholders of CSM-SL	27 th June 2014	CSM-SL secretariat	Invite stakeholders through letters, telephone calls. Prepare and share draft agenda for comments and inputs	CSM-SL Secretariat
Consultations with wider CSM-SL members	July – August 2014	Western Area and Regional teams	Focus groups discussions. Interviews using emails. Solicit members inputs into the strategic plan	CSM Secretariat
Radio discussions.	On-going	At national level	Phone-in radio programmes	CSM Secretariat
Fundraising	July 2014	Freetown	Request for membership, pledges, donations; Developing and marketing concept papers	CSM-SL Secretariat
Meeting to validate the draft strategic plan	1 st September 2014	Freetown	Invite stakeholders through letters, telephone calls. Share draft SP before the meeting	CSM-SL Secretariat

Monitoring and Evaluation

Monitoring and evaluation are carried out on a continuous basis before, during and after implementation.

How

- On the spot checks
- Administering checklists

Who

- CSM-SL membership
- CSM Secretariat

SECTION 9: WHAT NEXT?

This session sought to develop the road map for the work of civil society organizations in the next three months. At the end of the discussions, the participants agreed on the following action plans:

Action plans

- All participants should share the draft plans that they have developed with other members of their coalitions. The main purpose for doing this is to ensure that the plans that they have made are endorsed or improved on by their colleagues, so that the plans will reflect the true picture of things, and that they will be collectively-owned.
- All finalized strategic plans should be submitted to NMJD on or before end of July 2014 for onward preparation for the Roundtable Meeting with donors and other interested parties.
- The DELTA trainers/facilitators to monitor the finalization/implementation of all the strategic plans up to the end of September 2014.
- A meeting of the trainees/participants and the leaderships of all the coalitions should be convened to evaluate the action plans and to agree on the next steps in the implementation of the project. This meeting will also be used to issue Certificates to those that participated in all the three phases of the DELTA training.

SECTION 10: APPENDICES

Appendix 1: Training programme

Day I: 18 June 2014

- 8:30 a.m. – Breakfast and Registration
- 9:00 a.m. – Reflection, Prayers & Welcome
- 9:30a.m. – Review of Phase II plans of Action & Introduction of Teams (Class Origin/Class Option)
- 10:30 a.m. – Understanding Advocacy and Lobbying
- 10:45 a.m. - Situational Analysis
- 11:00 a.m. – BREAK! BREAK! BREAK! BREAK!
- 11:15 a.m. – Situational Analysis Continued
- 1:00 p.m. – LUNCH! LUNCH! LUNCH! LUNCH!
- 2:00 p.m. – Power/Stakeholder Analysis
- 3:30 p.m. – Alliance Building and Networking
- 5:15 p.m. _ Review of Day one
- 5:30 p.m. – Check out

Day II: 19 June 2014

- 8:30 a.m. – Breakfast and Registration
- 9:00 a.m. – Reflection & Prayers (Group work)
- 9: 15 a.m. – Recap of day 1
- 9:30a.m. – Institutional Governance (Models of Management)
- 11:00 a.m. – B R E A K! B R E A K! B R E A K!
- 11:15 a.m. – Models of Management Continued
- 1:00 p.m. – LUNCH! LUNCH! LUNCH! LUNCH!
- 2:00 p.m. – Models of Management Continued
- 3:30 p.m. – Building Commitment
- 5:15 p.m. _ Review of Day two
- 5:30 p.m. – Check out

Day III: 20 June 2014

- 8:30 a.m. – Breakfast and Registration
- 9:00 a.m. – Reflection & Prayers (Group work)
- 9:30a.m. – Resource Mobilization
- 11:00 a.m. – B R E A K! B R E A K! B R E A K!
- 11:15 a.m. – Report Writing
- 12:15 p.m. - Phase III planning Input

- 1:00 p.m. – LUNCH! LUNCH! LUNCH! LUNCH!
- 2:00 p.m. – Team Planning Exercise
- 3:30 p.m. - Presentation of Plans by Teams
- 5:15 p.m. _ Evaluation of DELTA Phase III Workshop
- 5:30 p.m. – End of DELTA Training – Closing Ceremony

Appendix 2: Reflection

DAY I: 18 June 2014

The Dalai Lama, when asked what surprised him most about humanity, answered "Man. Because he sacrifices his health in order to make money. Then he sacrifices money to recuperate his health. And then he is so anxious about the future that he does not enjoy the present; the result being that he does not live in the present or the future; he lives as if he is never going to die, and then dies having never really lived."



DAY II: 19 June 2014

No to an economy of exclusion

Just as the commandment “Thou shalt not kill” sets a clear limit in order to safeguard the value of human life. Today, we also have to say “thou shalt not” to an economy of exclusion and inequality. Such an economy kills. How can it be that it is not a news item when an elderly homeless person dies of exposure,

but it is news when the stock market loses two points? This is a case of exclusion.

Can we continue to stand by when food is thrown away, while people are starving? This is a case of inequality. Today everything comes under the laws of competition and the survival of the fittest, where the powerful feeds upon the powerless. As a consequence, masses of people find themselves excluded and marginalized: without work, without possibilities, without any means of escape. Human beings are themselves considered consumer goods to be used and then discarded.

We have created a “throw away” culture which is now spreading. It is no longer simply about exploitation and oppression, but something new. Exclusion ultimately has to do with what it means to be a part of the society in which we live; those excluded are no longer society’s underside or its fringes or its disenfranchised- they are no longer even a part of it. The excluded are not the “exploited” but the outcast, the “leftovers”.

■ ***From the Apostolic Exhortation Evangelii Gaudium of the Holy Father, Pope Francis***

DAY III: 20 June 2014

Equality is an ideal. We may never reach it, but unless we aim at equality we will find that our Society is becoming more and more unequal.

■ ***Raphael Kaplinsky***

Appendix 3: Stakeholder Analysis

Now that we have looked at the problem, we need to look at who is involved and affected. Here we don’t just mean who is affected by the problem – but who will be affected by the solution. A key stakeholder is any person or organisation that can be positively or negatively affected by, or have an impact on, the project’s success. Stakeholder Analysis identifies the key stakeholders in the project and evaluates their interest in and expectations from the project. It looks at how their interest may affect a project and identifies what the project needs from them.

Any intervention we undertake will have indirect effects upon – and require cooperation from – other stakeholders. For example, a rural microcredit programme for women will involve more than just the women themselves – families (particularly husbands) may have a strong influence on success, as will other existing institutions. So, we analyze the stakeholders – identify their stakes in the problem – and modify the problem analysis if needed.

As well as the people who are directly affected by the problem, we must look at who benefits and who loses out in the current situation, and whose interests might be threatened by change. Understanding our stakeholders' interests and concerns helps us identify which individuals or organisations we should include in project design and implementation; and what roles each should play and when. It helps us better understand what the stakeholders need from the project, and what we need from them (participation, permission, support). Identifying stakeholders whose concerns need to be addressed can help us better design interventions that minimize threats from others – we know how we need to develop relationships with. Stakeholders Analysis also helps us know who to inform and consult about the project.

As a result, we can involve the most powerful stakeholders early on in designing the project – in identifying problems, outcomes and approaches. As well as gaining stakeholders' cooperation and support, their input will greatly improve the quality of the project. Stakeholders Analysis can also help us develop our communication strategy so that the right stakeholders receive the right kind of information at the right time. Involving stakeholders as early as possible is, then, crucial to project success.

Several stakeholders mapping processes exist. Representing data collected about stakeholders as maps – using tables, diagrams or pictures – is common practice. The mapping process helps us to present our analysis with a degree of objectivity and transparency and helps others understand the social dynamics of the situation.

Even so, all of the mapping techniques use a quantitative perception of stakeholder's importance' and do not represent a fully objective value for that person's 'importance'.

Most presentation styles use a matrix to show two dimensions – Interest and Power/Influence. ‘Interest’ represents their stake in the problem and the solution; while ‘Power’/‘Influence’ the project.

How to conduct stakeholders analysis

There are four main steps to analyzing stakeholders’ influence and interest:

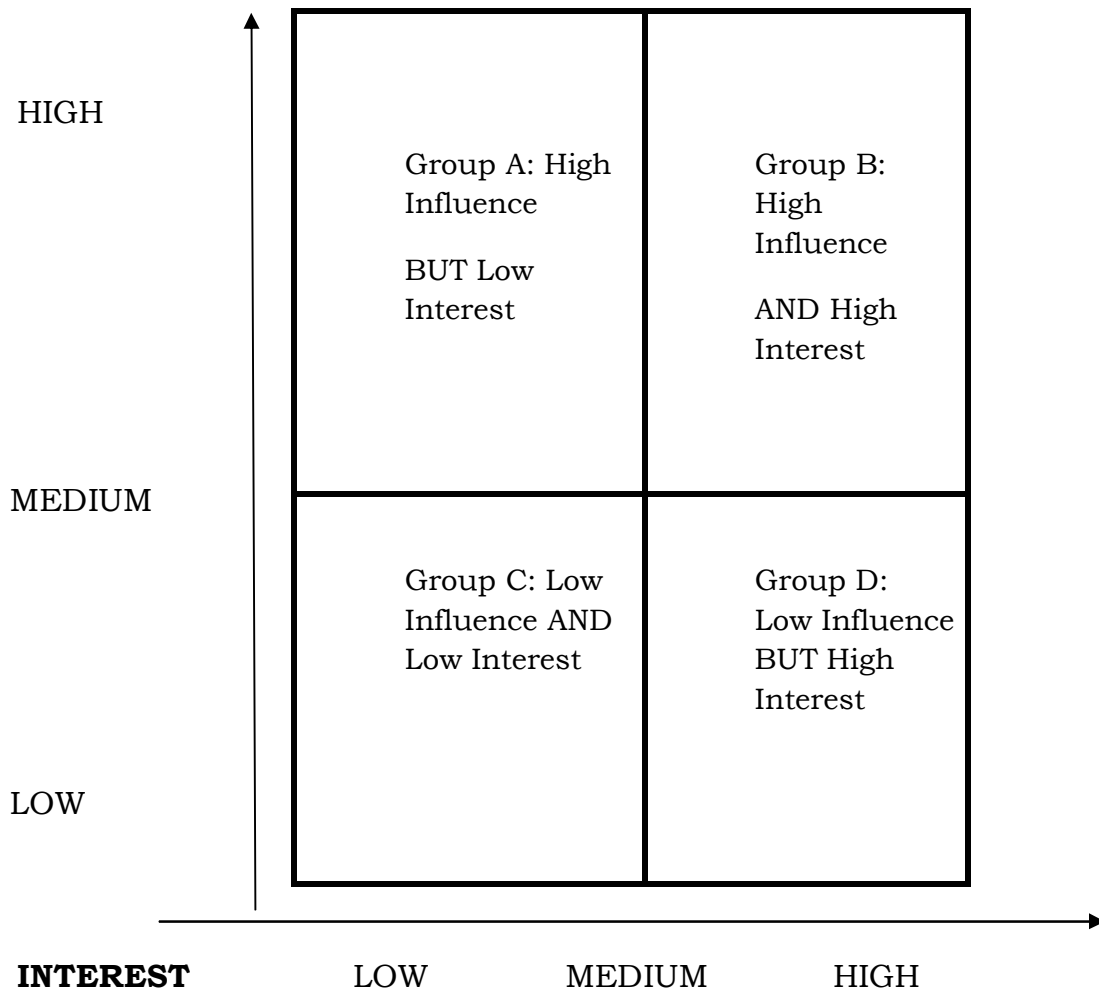
1. Identify the Stakeholders
2. Priorities the Stakeholders
3. Determine the Needs of the Stakeholders
4. Document the Results in a Stakeholders Analysis Plan.

1. Identify the Stakeholders

- a. Who stands to win or lose from the project?
- b. Who could potentially affect project success?

2. Priorities the Stakeholders

Place each stakeholders at the appropriate point in the Influence/Interest grid. Knowing someone’s position on the grid helps us understand how to interact with them.



Each part of the grid represents a different type of stakeholder. Their relative positions within the grid also illustrate differences between them. The four parts are:

- **Group A: High Influence BUT Low Interest**

These are stakeholders whose actions can affect the project's ability to meet its objectives. However, they will neither gain nor lose much from the project. They may, for example, be local government bodies with no great involvement in the issue, but their cooperation is still necessary. We should still keep these stakeholders informed and engaged enough so that they do not

hinder the project. It is also good to develop relationships with the most influential from this group, for example through regular executive reports, invitations to project-related events and participation on committees.

■ **Group B: High Influence AND High Interest**

These are stakeholders who stand to lose or gain significantly. They may have a powerful interest in the change or an equally strong interest in maintaining the current situation. All the stakeholders in this group also have the ability to obstruct or support the project's ability to meet its objectives. Within this group we may find powerful supporters such as donors or potential threats from employers, landowners, local politicians and even families. These are our most important stakeholders and thus need to be managed closely. We have to engage them fully, address their concerns and work hardest to satisfy them.

■ **Group C: Low Influence AND Low Interest**

Stakeholders in this group will neither benefit nor suffer much whether the project goes ahead or not. Furthermore, they have limited power to impact the project. Their inputs will have little effect on our planning, and they usually will only need the minimum of communication.

■ **Group D: Low Influence BUT High Interest**

These are stakeholders who are likely to win or lose as a result of the project, but they have little power to affect the project. We still need to communicate enough to keep these stakeholders satisfied because they have specific project interests.

3. Determine the Needs of the Stakeholders

Next, we need to explore each stakeholder's needs in more depth. Depending on the group/individuals involved, this consultation may be through interviews, surveys or focus group discussions. Consider the following questions to help you better understand the stakeholder's individual needs and motivations, and to decide the best way to involve the stakeholders in the project.

- What kind of interest do they have in the project outcome? Is it financial gain/loss? Is it emotional interest (e.g. attachment to tradition)? Is it positive or negative? What motivates them?
- What support do you need from them? What role will they play in the project?
- What do they need from you? What expectations do they have? What kind of information will they need?
- If the stakeholders' attitude to the project is negative, what is their underlying fear? What actions can you take to address their fears or gain their support?
- If they are going to oppose the project, how will you deal with their opposition?
- Will dissatisfied stakeholders/opponents be able to influence or mobilize others? Do we also need to address these others as stakeholders before they join the opposition?

4. Document the Results in a Stakeholder Analysis Plan

The Stakeholder Analysis Plan is a table that describes how you will engage the identified stakeholders in the project. Sometimes you may wish to include this plan in your proposal, especially when dealing with issues where there are strong opponents to the project.

Stakeholder	Level of interest/ Level of influence	What support do we need from them?	What is the stakeholders Role?	What are the stakeholder's interests and concerns?	What is our strategy to gain support or minimize opposition?	How will we communicate with the group?

At this point, return to the original Problem Tree. Add to – or, if necessary, redesign – the tree to reflect all points of view from groups which have either high influence or interest. Don't forget that during project monitoring it is common to review and update the Stakeholders Analysis frequently, as things

do change.

