

NETWORK MOVEMENT FOR JUSTICE AND DEVELOPMENT (NMJD)



REPORT OF A STUDY OF SOCIAL MOVEMENTS IN SIERRA LEONE

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Abbreviations and acronyms

BAN- Budget Advocacy Network
CBOs- Community-Based Organizations
CSOs- Civil Society Organizations
Civil Society Movement-Civil Society Movement
CSAP- Civil Society Alternative Process
CSEEP- Civil Society Engagement in Electoral Processes
DfID- Department for International Development
FGD-Focus Group Discussion
HIPC- Highly Indebted Poor Countries Initiative
HRCSL- Human Rights Commission of Sierra Leone
MDAs- Ministries, Departments and Agencies
MOFED-Ministry of Finance, Economic and Development
NaRGEJ- Natural Resource Governance and Economic Justice Network
NEW-National Election Watch
NFHR- National Forum for Human Rights
NGO- Non-Governmental Organisation
PICOT-Partners Initiative in Conflict Transformation
PRSP- Poverty Reduction Strategy Paper
SiLNORF- Sierra Leone Network on the Right to Food
SLUDI-Sierra Union on Disability
OSIWA-Open Society for West Africa
UNDEF- United Nations Democracy Fund
WFME- Women Forum on Mining and Extractives

A. INTRODUCTION

The Network Movement for Justice and Development (NMJD), through funding from The United Nations Democracy Fund (UNDEF), desired to do a study of fourteen national Civil Society platforms in Sierra Leone as part of the project titled: *Initiative to Build Social Movements in Sierra Leone*. The primary purpose of the action-oriented research on these national Civil Society platforms was to generate information that would help to address the seemingly lack of visionary and dynamic leadership in social movements; and the aversion among civil society groups to work together in a more cohesive and coordinated way.

Two critical assumptions informed the study. Firstly, platforms are seen as holding great potential to enhance Civil Society's role in good governance and economic development in the country. There is need to develop professional, independent and self-regulated platforms as a means of enabling Civil Society Organisations (CSOs) work jointly to influence policy discourses and outcomes, and achieve greater impact. The second assumption informing the study is that CSO platforms in the country today hold critical drawbacks to their capacity and potentials as drivers of good governance and economic development.

The study essentially desired to capture the extent to which networking, cooperation, and coalition-building are being leveraged or compromised today in Civil Society platforms and networks. Ultimately, the study's findings would guide NMJD and UNDEF's remedial interventions to re-engineer CSO platforms and social movements that are visionary, dynamic, more cohesive and well coordinated.

B. METHODOLOGICAL ISSUES

i. Analytical framework and Scope of the study

a. Analytical framework

Sierra Leone emerged from a ten-year civil war in 2002 to witness huge growth in Civil Society and its sphere of activities; according to one study.¹ Attending this growth has been changes in the purposes CSOs pursue. For instance, demand-side social accountability work has seen the emergence of projects and programmes by CSOs to monitor public resources at national and community levels. This addition to the scope and nature of Civil Society work today is partly being fueled by notions that economic and social development in Sierra Leone should best be pursued in the context of broader involvement of citizens in holding duty-bearers accountable for development policy and service delivery lapses. Therefore, the extent of CSOs' willingness to coalesce and network would be a critical pillar to undergird Civil Society's ability to exact development policy and service delivery accountability. Networking, cooperation, and coalition-building are at the heart of the capacity of citizens' associations to demand and influence social and economic change.

¹ Sesay, Mohamed and Charlie Hughes. *Go Beyond Fist Aid: International Democracy Assistance and the Challenge of Institution Building*. (Clingendael 2005)

International development agencies have supported a number of assessment studies to leverage Civil Society's role in good governance and economic development. One such assessment was the 2006 Sierra Leone's Civil Society Index by Campaign for Good Governance and CIVICUS. Although the report suggested that a considerable percentage of organisations belonged to umbrella platforms, it concluded however that networking amongst CSOs was poor; and umbrella organisations were ineffective.²

It is the case however that the breadth of platforms today is a new dimension to the Civil Society landscape in Sierra Leone. The increasing number of Civil Society platforms suggests enthusiasm among CSOs for networking, cooperation, and coalition-building to effect and influence social and economic change. Today, networks and platforms exist around areas such as water and sanitation, natural resource exploitation, health services delivery, education services provision, youth empowerment, women, land appropriation/grabbing, people with disability, and human rights among others.

A few Civil Society assessment studies such as the CIVICUS report cited earlier have commented on the issue of platforms and coalitions. There has however not been any attempted purposive study of platforms and coalitions as a specific dimension of associational life in Sierra Leone. NMJD is pioneering such a targeted study.

b. Scope of the study

This study provides baseline information on 14 Civil Society platforms, builds a picture of the quality of CSO platforms, identifies the opportunities and challenges in them, and concludes with recommendations for re-engineering social movements. The following issues constituted the breadth of the study:

Impetus for establishing platforms

Here the study sought to know the extent to which voluntary and civic motives led to the establishment networks and platforms. The study availed the extent to which platforms were voluntary initiatives or were dialogue entities provided for in law or policy.

Platforms' work approaches

In this dimension the study sought to gauge the amount of advocacy, lobbying and membership empowerment work that platforms do.

Sectors profile of networks

In this dimension, the study revealed the overarching issues that the various platforms are working on in the country.

² Campaign for Good Governance and/CIVICUS, *Sierra Leone's Civil Society Index Report* (2006)

Internal democracy and governing processes

In this dimension the study looked at platforms' internal governance in respect of election/selection of officials and leadership, intra-platform communication, decision making, accountability, consultations, membership arrangements and related issues.

Modes of engagement with the State

This dimension sought to reveal the nature and scope of mechanisms used by platforms to dialogue with the State.

Resource dynamics

In this dimension the study looked at platforms' main funding sources, attitudes of members of platforms towards resources management, and the implications for the vitality of platforms.

Downward linkages with communities

This dimension interrogated how platforms furnish communities with information, and how they are connected with communities to articulate advocacy issues, report on advocacy outcomes, and ultimately build legitimacy from below.

Linkages with international platforms

Here the study looked at the extent of linkages between platforms and international-level platforms; and the nature of their collaborative works.

Sustainability

Here, the study looked at how the long-term existence of the various platforms are undergirded or undermined as the case may be.

ii. Methodology

The study employed a mixed methodology of Exploratory Interviews, Desk Research, Pro Forma Mapping, Key Informant Interviews, and a Focus Group Discussion (FGD) as elaborated below.

Exploratory interviews

The study began with exploratory meetings with the NMJD staff that had responsibility for the research to generally discuss the research framework and facilitate connections to Key Informants. Exploratory interviews were also conducted with persons with previous or on-going involvement with coalitions, networks and platforms. The interviews at this level provided additional insights that guided the design of the Pro Forma survey instrument, and the key Informant Interviews questions.

Desk Research

At one level, research reports on Civil Society in Sierra Leone were reviewed to gain analytical insights pertaining to social accountability, citizenship, civic engagement, social movements and related issues. At another level, programme reports and project documents of CSOs, and international development partners working in Sierra Leone were also reviewed to gain general insights on the works of coalitions and platforms.

Pro forma Mapping

Using a standard Pro Forma, 14 Civil Society platforms were mapped to avail information pertinent to the issues that have been earlier indicated as the breadth of the study.

Key Informants Interviews

Interviews were conducted with the most senior officials of the platforms as Key Informants. Factual data and perceptual information relevant to the study were sought. Ideas for redressing fault-lines in platforms and coalitions were also sought in these interviews. The interviews provided information that cannot be captured by use of the Pro Forma. The interviews were also used to validate information provided in the Pro Forma.

Reflections meeting on February 15, 2013

The research benefitted from a reflection Meeting organized by NMJD that brought together representatives of the 14 networks on February 15, 2013.

Focus Group Discussion

One FGD was held in Freetown on March 26, 2013, bringing together platform leaders and CSOs that belong to platforms to reflect on, and validate the preliminary findings from the consultant's work. The FGD also informed suggestions on future considerations for re-engineering platforms and social movements in Sierra Leone.

C. GENERAL FINDINGS

Impetus for establishing platforms

The 14 networks in this study are all voluntarily established; as opposed to others that may be existing by way of government policy. This means that the 14 networks are civic and voluntary responses to governance issues in the country that they wanted to impact, effect or affect. The individual profiles narrate the emergence of 2 networks as responses to large scale land acquisition by foreign companies, and the emergence of 2 other networks as responses to what may be perceived as inappropriate exploitation of the country's natural/mineral resources.

Platforms' work approaches

Networks generally do three things:

Advocacy- to get people behind their cause, or effect attitudinal and legislative change to a particular issue.

Lobbying- to directly influence policy or legislative change on the part of government or government agency.

Group empowerment- to avail resources to members (including information, funds and orientation) to be in a stronger position to always fight for a common cause.

Half of the platforms in this study have not had successes with advocacy and lobbying that directly influenced policy or legislative change on the part of government or government agency. The platforms are Alliance for Land Accountability and Transparency (ALART), Sierra Leone Network on the Right to Food (SiNORF), Women Forum on Mining and Extractives (WFME), Civil Society Alternative Process (CSAP) Civil Society Movement (CSM), National Women's Forum and National Elections Watch (NEW). The other platforms have had successes with advocacy and lobbying that directly influenced policy or legislative change on the part of government or government agency. Lobbying featured prominently in the work of the National Forum for Human Rights (NFHR). In 1996, NFHR lobbied for the establishment of a Truth and Reconciliation process to bring closure to the civil conflict. NFHR also lobbied for the establishment of a Human Rights Commission as part of the Lome peace settlement. Both the Truth and Reconciliation Commission and the Human Rights Commission were included in the Lome Peace agreement in 1997. The Acts establishing the Truth and Reconciliation Commission and the Human Rights Commission were eventually passed in 2000 and 2004 respectively, as outcomes of NFHR's lobby. NFHR was also actively involved in the advocacy that led to the passage of the Anti-Human Trafficking Act, 2005.

The 2012 national budget that was laid before Parliament for approval had a decrease in the allocation to the health sector from 11% in 2011 to 7.4 % in 2012. Budget Advocacy Network (BAN) issued Press Statements condemning the decrease. BAN followed the issuance of the statement with strategic meetings with the relevant State actors. The budgetary allocation to the health sector was eventually increased to 10.5% of the national budget in 2013 as a result. Natural Resource Governance and Economic Justice Network's (NaRGEJ) advocacy for government to give priority to natural resource management began with the issuance of public statements around the time of the 2012 Sierra Leone Conference on Development and Transformation. Following meetings with the relevant State actors, the network became the channel through which the conference captured Civil Society inputs into the discourses on natural resource governance. NaRGEJ's continued engagement with the issue led to the adoption of natural resource management as Pillar 2 of the Sierra Leone Poverty Reduction Strategy Paper 3-Agenda for Prosperity.

The National Youth Coalition was formed mainly to lead agitation for the adoption of a National Youth Policy by government. The efforts of the coalition paid when in 2003 government adopted a National Youth Policy; which also provided for the establishment of a National Youth Commission. Sierra Leone Union on Disability Issues (SLUDI) led advocacy for the passage of the Persons with Disability Act, 2011. Partners Initiative in Conflict Transformation (PICOT) has been a keen player in Civil Society advocacy and lobby for reform of chieftaincy in Sierra Leone. The platform made key recommendations regarding chieftaincy issues in a brief in 2006. One such recommendation was that chieftaincy elections be conducted by the National Electoral Commission, rather than by the Local Government ministry. The Chieftaincy Act, 2009 took on board this recommendation.

Although Community Radio Network (CORNET) mostly focuses on providing capacity support to its members, the platform has had one success with advocacy and lobby work. The platform succeeded in 2005 in lobbying the Independent Media Commission to reduce the cost of license for community radio stations from around \$2,000 to the local currency equivalent of \$150.

Advocacy predominates in the work of the 14 networks in the study. Advocacy work usually involves sensitising communities, and organising and mobilising them behind issues. All the networks and platforms are doing advocacy involving community sensitisation, organisation and mobilisation.

The 14 networks falter greatly on group empowerment. Every network must inherently appropriate responsibilities to provide its members with the resources to be able to contribute to a common cause of interest. None of the 14 networks has this responsibility explicitly articulated in a mission statement or objectives. Whether or not a network articulates a responsibility to provide its members with the resources to be able to contribute to a common cause of interest is beside the point. It is the reality that networks are supposed to empower their members. In fact, this study has shown that CSOs consider capacity building of members as a key objective of networks. Across all the networks, members have enjoyed some form of training. No platform has done anything else for its members beyond training.

Sectors profile of platforms

The networks in this study work on 10 broad strands of issues namely: land appropriation, accountability in public financial management, elections, media, mining, Civil Society coordination, women, persons with disability, Human Rights, and youth. The sector in which PICOT works cannot be easily classified along any of the sectors indicated. The network is involved with a number of sectors. The table below illustrates who is involved in what.

N o.	SECTORS											
		Land use	public finance manage- ment	Election	Mining	CSO Coordi- nation	Youth	Media	Human Rights	Cluster of issues	Women	Disability
1	ALART	x										
2	BAN		x									
3	CORNET							x				
4	CSAP					x						
5	CSM					x						
6	NEW			x								
7	National Youth Coalition						x					
8	NaRGEJ	x	x		x					x		
9	PICOT									x		
10	SiLNORF	x										
11	WiME				x						x	
12	NFHR							x				
13	SLUDI											x
14	National women's forum										x	

There is duplicity in mandates and sectors among some of the networks. NaRGEJ, ALART, and SiLNORF work around the same issues of land acquisitions by multinationals and the implications for people's livelihoods. The scope of the activities and mandate of the three organisations are almost the same, although NaRGEJ covers other issues. ALART, and SiLNORF differ only in terms of the areas of the country they cover. Both CSM and CSAP seek to serve as national level platforms for coordinating, networking and mobilizing Civil Society in general. There are many organizations that are members of both CSM and CSAP. There are also organizations that are members of networks with duplicitous mandates. Green Scenery for instance is a member of three of the platforms in this study. Green Scenery is a member of NaRGEJ, ALART, and SiLNORF. Similarly, NMJD is a member of NaRGEJ and ALART. Membership of networks with duplicitous mandates has consequences, as one study has concluded. Individual organizations registered with a range of networks attend different meetings use valuable financial and human resources; the National Scoping Study of Civil Society Activities in Sierra Leone concludes.³

Networks Modes of engagement with the State

In advocacy and lobbying the mechanisms that CSOs use to engage government are manifold. They would include direct position submissions, public statements, presentations before legislative hearings or policy committees, public demonstrations, publication and dissemination of study results, and one-on-one meetings with relevant government officials. NFHR, PICOT, SiLNORF, ALART, BAN, National Youth Coalition, SLUDI, and NaRGEJ have made advocacy demands on government using a mix of some of the stated mechanisms. This study finds out however, that the efforts of 8 platforms in making direct demands on government beg for great improvement. CORNET has engaged government only once; and that was in the course of asking for a reduction of licence fees for community radio stations. NEW, WIME, National Women's Forum, CSM, and CSAP have never made advocacy demands on government to secure policy or legislative change. ALART and SiLNORF are yet to record success with policy or legislative change attributable to their advocacy work.

This study finds out also that advocacy and lobbying based on evidence rooted in research is rare among the networks. Only BAN and SiLNORF have meaningful experiments with such modes of engagement. BAN is currently conducting a study on Sierra Leone Tax Expenditure to determine the amount of revenue government has foregone through tax incentives granted to investors over the past five years. Ultimately, the study aims to expose areas of weakness in the government's tax expenditure with a view to drawing up recommendations. The study's findings and recommendations will be the basis for follow up policy and advocacy work.⁴

Internal democracy and governance processes

A sentiment that was repeatedly expressed in all the key Informant Interviews and the Reflection Meeting for this study was the ease with which networks in Sierra Leone become the property of an individual or clique. The individual or clique decides when to call meetings, who to work with, and what issues to work on. The individual or clique does not account to the network's membership. In most cases where a permanent secretariat is established, the officials there turn the platform into their property.

³DAI Europe Ltd. (2006) National Scoping Study of Civil Society Activities in Sierra Leone

⁴ Information contributed by Abu Bakarr Kamara, Coordinator, BAN.

With the probable exception of BAN, NEW, SLUDI, and PICOT, the majority of the networks have weak internal democracy and governance processes. All the networks and platforms have either constitutions, minutes of founding meeting, or Memorandum of Association as governing instruments. The governing instruments establish how leadership is attained. In all of the networks, leadership is supposed to be elected. It is noted however with curiosity that 9 of the 14 networks have never changed leadership since their establishment. Institutions that do not change or rotate their leadership have questionable democratic credentials. Networks in this study are among those that have collapsed as a result of capture by a secretariat or founding leadership. NFHR and CSM collapsed because of capture by their secretariats. CSAP founding leadership largely owns the network. It should be noted that NaRGEJ, WFME, and ALART are relatively new platforms that are still building their governance processes.

In addition to non-rotating leadership, the depth of consultations amongst member organisations in the platforms begs for great improvement. 11 out of the 14 networks meet “only when necessary”. This means that deliberations among members are infrequent. Low amount of deliberation takes away from the quality of decision making within the networks. The study finds out that on average, networks can go for up to three months without members meeting. NaRGEJ holds monthly meetings. NEW holds national level meets four times a year. These two platforms represent the best practices in offering members regular opportunity for consultations and dialogue.

Resource dynamics

Without resources no institution is effective. Resource mobilisation and management can itself be a source of tension and squabbles when people come together to pursue a common project. The study looked at platforms’ main funding sources, attitudes of members of platforms towards resources, and the implications for the vitality of platforms.

Regarding funding avenues, all the networks largely rely on grants from donors for their sustenance. Except for the case of SLUDI, these grants are for the implementation of projects. SLUDI as an exception has yearly support from Handicap International to meet its costs of office space, secretariat staff salaries and related administrative expenses. Excepting SLUDI, there is no organization that enjoys permanent or long-term funding relationship with a donor or partner. Only PICOT has enjoyed recurrent funding from one partner since inception. All the networks incorporate administrative costs into project costs. Except three, all the networks have received computer and office furniture support as part of project funding. Only CORNET and PICOT have received vehicle support as part of project funding. Also, SiLNORF and PICOT have received motorcycles as part of project support. It is worth noting that the equipment supports to the networks were linked to the implementation of projects and not as direct institutional capacity building support.

In terms of self-contributed resources, SLUDI and CSM require their members to pay an annual contribution. Payment of the contribution is not enforced however; and members hardly bother to pay. NFHR also required its members to pay annual dues when the network was operating. Equally, members hardly bothered to pay. In-kind contributions are the only self-contributed resources that all the networks enjoy from their member organisations. Member organisations in-kind contributions would

include time spent doing work for the network, use of stationery for network's documentation and correspondences, provision of space for holding meetings, and so forth.

Without donor funding no networks will not be able to undertake a big project that involves studies, sustained media engagement, consultancy services, and mobilisation of constituencies as components. Without donor funding the networks can survive on members' in-kind contributions, but such contributions are only sufficient for coordination activities.

Regarding platform members' attitudes towards resource, CSOs in Sierra Leone interviewed for this study expect networks to hold other incentives like training opportunities, resource sharing, and capacity building among other things. In general however, the platforms in this study largely do not meet this expectation, according most Key Informants interviewed. In 2001 NFHR ran a one year programme in which the network gave small grants to its members to carry out human rights projects. CORNET and BAN have organized a number of trainings for their respective member organisations. The other networks are yet to meet their members' expectations regarding provision of incentives like training opportunities, resource sharing, and capacity building among other things.

Resource mobilization is a source of contention in networks. It came out in various Key Informant Interviews for this study that networks in Sierra Leone sometimes compete with members over resources. Essentially, networks become organizations with missions to seek funds to implement projects and programmes. It is mostly the case that projects and programmes for which networks receive funds are not implemented through member organizations. In most cases it is the secretariat or organization hosting the network that secures funds and implement projects and programmes in the name of the network. A source of disillusionment with NFHR and CSM was the fact that the networks were seeking funds to implement projects and programmes without the involvement of their members. Other platforms that seek funds to directly implement projects are the National Youth Coalition, SiLNORF, CORNET, and CSAP. ALART, NaRGEJ, and WFME have not yet fallen into the trap of seeking funds to implement projects and programmes without the involvement of their members.

Downward linkages with communities

The study looked at platforms linkages with communities at two levels. First, linkages with communities are about the public's general access to information about the work of the network. Second, the study looked at linkages in terms of how networks were involving communities in their works. The findings are mixed. In terms of the public's general access to information about their works, the networks' record is not impressive. BAN and SiLNORF have the highest number of means of sharing information with the public, including regular radio programmes, placement of news in the media, websites, annual reports, and use of social media. No network produces a newsletter. Only BAN and SiLNORF have websites. Only 3 networks have had regular radio programmes for bringing information to the public. CORNET does radio programmes only when necessary. SLUDI and ALART are yet to take purposive action to bring information to the public about their activities. All the networks in this study rely mainly on newspapers and radio stations to carry stories on their works as the media houses may find them of interest.

Regarding the involvement of communities in their works, all the networks have never had established structures for downward engagement with communities such as concerned citizens groups, or representative bodies. Participatory action oriented research as another avenue for capturing the inputs

of communities is also not popular with the bulk of the platforms. This means that national level evaluation or estimation of the policies or activities of power wielders are generally the entry-point for the advocacy or lobbying works of the majority of the platforms. Once an entry-point has been identified through national or international level discourse, efforts are hardly made to secure community ownership. The participation of poor and marginalised people has largely been limited to public education or sensitisation. When engagement with communities occurs, it is usually within the context of sensitisation and mobilisation. Generally, the networks rely on the presence of their member organisations around the country to be the community level contacts. This can be a problem for organisations that have only a few members; like PICOT and WFME.

Upward linkages with international level platforms

Except for NFHR and CSM which are now largely dysfunctional, and new ones like WFME, all the networks have good international level linkages. This could be in the form of membership of, or association with international coalitions and organisations. A problem however that this study reveals is that networks are not demanding greater purpose from their memberships of international level platforms. Training and non-material capacity building are the most valuable resources networks pursue from international level platforms. Beyond the training and non-material capacity building, it remains to be seen how a national network exploits the leverage of international linkages to achieve advocacy and lobbying success. BAN and Tax Justice Network's publication of the Sierra Leone Tax Report in 2012 provides the only example of collaborative work of a network and its international level platform.

Sustainability of platforms

The sustainability of all the platforms is suspect in four key regards. Firstly, all the platforms at the moment cannot undertake serious work beyond coordination meetings without external grant support. Secondly, internal governance weaknesses of many of the platforms make them susceptible to fracture and collapse. The cases of NFHR and CSM have already been cited. Internal governance in National Youth Coalition and CSAP leaves much to be desired. ALART, WFME, SiLNORF, and NaRGEJ as relatively young platforms can avoid susceptibility to fracture and collapse by quickly consolidating their institutional forms and internal governance systems. Only BAN, NEW, SLUDI and PICOT can be said to hold internal governance credentials at the moment that underpin sustainability. Lastly, the long term existence of the platforms in this study is suspect because none of them has articulated and adopted a sustainability plan. This means that none of the platforms is prepared for unforeseen circumstances. It also means that none of the platforms has a strategy for laying the foundation stones for their existence for the long haul.

D. FINDINGS ON FAILED, COMPROMISED, PROMISING, AND EMERGENT PLATFORMS

The 14 platforms can be categorised as those that have failed, those that hold are compromised, those that are promising, and emergent ones that are still plotting their future directions. The study looked at the practices that underpinned the failure of the networks that failed, and the practices of certain networks that hold promises of vitality and sustainable relevance.

Failed Platforms

NFHR and CSM were established in direct response to the exigencies of the 1991-2002 civil war. In March 1997 Sierra Leone's earliest human rights organizations came together to establish the NFHR. CSM was established on 28 November, 1998, as an umbrella organization of non-governmental organizations, grassroots associations, artisans and professional bodies, and civic organizations.

As high points in their achievements CSM and NFHR served as the platforms for collective action by CSOs to influence peace negotiations and settlements between the factions in Sierra Leone's civil conflict. Collective action pursued through the platforms included mass public demonstrations in support of peace, issuance of position statements on peace settlement issues, human rights monitoring and reporting, and participation in critical national meetings. Both platforms implemented projects for major international Human Rights and democracy funding organizations. The two platforms were well respected locally and internationally.

NFHR died in 2009 when it last had a functioning secretariat. As at 2008 NFHR had a membership of 12 organisations; from around 50 in its good days. In the words of the Administrative Officer, CSM has been creeping since 2003. On the contrary, many leaders of organizations that were founding members of CSM believe the network is dead. For the last ten years members have only met a couple of times as deemed fit by the National Coordinating Office. Members have equally not been paying their annual subscriptions. In 2011, the Chairman of CSM resigned to go into national politics; leaving the governance of the network in the hands of a Task Force. The day-to-day running of the network is in the hands of the Administrative Officer. The situation is so bad that the Administrative Officer has gone without salaries for years, and has personally been paying the office space rent for the National Coordinating Office and salaries for a secretary.

The demise of these two once powerful platforms illuminate some of the problems highlighted earlier regarding resource expectations, collectivism, and capture of networks by cliques or individuals. CSM's problems began in 2003 when quarrel broke out amongst some influential members over the use of project funds provided by the Canadian Catholic Organisation for Development and Peace. NMJD wrote a letter to CSM's leaders denouncing their handling of the network's project funds. The fall-out came at several fronts. Disillusioned members left CSM. The Administrative Secretary says that NMJD's letter damaged the coalition's ability to continue to raise funds. Disillusioned members say that they left because the platforms leadership was not forthright. It is worth noting that although many leaders of organizations that were founding members of the network interviewed for this study believe that CSM is dead, the platform implemented an externally funded Nine Thousand Pound Sterling project to promote the participation of women and young girls in the 2012 general elections.⁵ In 2010 and 2011, the platform implemented a project for the Decentralisation Secretariat. Key Civil Society leaders say that only one or two people are using the name of CSM to mobilize resources for their own ends.

⁵ Author interview of Mark Mahmoud Kalokoh, Administrative Officer, Civil Society Movement. March 5, 2013

The circumstances of NFHR's fall were not dissimilar. NFHR did not convey collectivism well; leading to the demise of the platform. With a domineering secretariat NFHR did not take members along in its undertakings. It was also a source of disillusionment with NFHR that the network was seeking funds to implement projects and programmes without the involvement of their members. NFHR was actually in competition with its members over donor funds and training opportunities. Often, quarrel broke out over these matters. The final nail in NFHR's coffin was that the network was not raising funds enough for its upkeep. Collection of membership dues was erratic. The network was recurrently dependent on two key donors- the United States based National Endowment for Democracy and the Open Society Institute for West Africa.

Although internal governance failings were largely responsible for NFHR and CSM demise, the role of the international community must be highlighted. The United Nations Development Programme and the United Nations Mission in Sierra Leone both attempted at varying times to support the evolution of platforms with objectives and mandates similar to those of NFHR and CSM. The United Nations Mission in Sierra Leone was instrumental in setting up NFHR. But other United Nations missions continued attempts to have a human rights CSO forum under their auspices. Attempts by United Nations institutions at organizing the platforms impinged on the loyalty of organizations to NFHR and CSM, disrupting the regularity of meetings, and generating petty rivalries. All the attempts by United Nations institutions at organizing platforms similar to NFHR and CSM failed.

Compromised Platforms

National Youth Coalition and CSAP are considered platforms that are compromised, or may be compromising the intents behind their establishment. The mandate of the National Youth Coalition is to advocate for the general welfare of Sierra Leonean Youth, to develop their full potential and fundamental human rights. However, National Youth Coalition has been taken up positions on issues that have nothing to directly do with youths. These include the coalition's call for a national strike in response to fuel shortages in 2011, and the call for the reinstatement of the head of the National Revenue Authority following his acquittal in court on charges of corruption. A senior official of the platform said at this study's validation meeting that National Youth Coalition considered all national issues as youth issues.⁶ Participants at the meeting however held the contrary view that it was a sign of weakness that National Youth Coalition had no mandate boundary.

In the course of 2011 and 2012, National Youth Coalition issued a number of public statements on public interest matters. While a vocal platform is commendable, it is highly probably that the positions issued by National Youth Coalition on public interest matters were essentially the positions of the platform's leadership in the capital city. A senior official of the platform said at this study's validation meeting that it was the National Youth Coalition practice to hold consultations amongst the platforms' four Regional Coordinators to determine the content of any Press Statement.⁷ Consultations with four Regional

⁶ Statement by Ibrahim Turay, Western Area Coordinator, National Youth Coalition at the study's validation meeting, March 26, 2013

⁷ Statement by Ibrahim Turay, Western Area Coordinator, National Youth Coalition at the study's validation meeting, March 26, 2013

Coordinators to determine the content of a Press Statement can rightly be viewed as unsatisfactory in aggregating views on public interest matters in a platform that claims a membership of 25, 000 individuals and organisations.

The National Youth Coalition is active amidst suspicion among knowledgeable and influential leaders of CSOs that the platform is being compromised. National Youth Coalition in the past years increasingly took positions on the side of government on clearly controversial issues. For instance, in the period leading to the November 2012 general elections, government bought \$5m worth of arms. Sections of the media and opposition parties denounced the arms purchase. The fact that Sierra Leone is one of the poorest countries in the world and the fact that government was buying arms on the eve of elections would certainly force anybody to rethink an endorsement for government's decision. National Youth Coalition called a Press Conference to endorse the arms purchase.

CSAP is another platform that has compromised the intents behind its establishment. CSAP was established as a direct response to what many Civil Society leaders considered as CSM's weak internal governance credentials. CSAP has had a low public profile for years. Mechanisms for interactions and dialogue between members such as regularly meetings, elections and reports have been absent for long. CSAP is essentially now an organization on its own with no evidence of oversight over its work by its members. CSAP for instance was envisioned as an alternative to undemocratic Civil Society platforms in Sierra Leone; yet it has never changed leadership since its establishment in 2004.

Promising Platforms

NEW and BAN are the platforms that command the greatest respect from all the Key Informant interviewees. Although not as well known as BAN and NEW, PICOT and SLUDI are other platforms with satisfactory internal governance and performance credentials. Organisations are generally satisfied with their membership of BAN, NEW, SLUDI and PICOT. While acknowledging that there is always room for improvement, NEW, SLUDI, PICOT and BAN are illustrating practices in internal governance, collectivism, resource management, and other areas that their memberships are generally satisfied with.

BAN was formed in 2005, bringing together local and international NGOs involved in some form of budget tracking and analysis in the country. BAN has a membership of seven organizations. The platform also has six Strategic Partners. The network has an Executive Committee consisting of the heads of the member organizations. BAN also has an Operational Committee in which each member organization is represented by two key staff. The Coordinator works with the Operational Committee to implement all BAN activities. There are activities that member organizations can directly take lead in implementing with support from the Coordinator. With this arrangement, every member has policy making responsibilities, responsibilities for oversight of activities, and role in implementation of projects.

NEW started in 2002 as a platform to bring Civil Society input into ensuring credible, free, and fair public elections in Sierra Leone. With a membership of 324 organisations, including CSOs and international Non-Governmental Organisations; NEW is organized at chiefdom, district and regional levels. This means

that NEW has momentum at every level. National meetings of the coalition are held four times a year. It makes NEW one of the few platforms with high regularity of national level consultations with members. In its formative year, the National Democratic Institute hosted the platform's secretariat. Since then, Search for Common Ground has hosted NEW's national secretariat with the consent of members.

Towards the 2012 elections the platform was supported by the Department for International Development (DfID) to the tune of almost 2 million Pounds Sterling in a project called Civil Society Engagement in Electoral Processes (CSEEP). The CSEEP intervention covered Voter Education, Safety and Security, Organisational Development. As a fine example of collectivism the project was implemented by thematic teams of member organizations. Every thematic area team had a member organisation leading it. NEW is the one example of a platform that has undertaken purposive sustainability drive. NEW's sustainability has been boosted by an aspect of the CSEEP support that pertained to organizational development. The organizational development component of the CSEEP support was still continuing at the time of this study.

SLUDI brings together 80 voluntary organizations of persons with disability to coordinate their activities, and be in a position to speak with one voice when the need arises. The platform has kept to both its leadership elections rules and its core mandate of representing the interest of persons with disability. SLUDI is securing benefits for its members at all the key fronts expected of a platform. At the policy front SLUDI led advocacy for the passage of the Persons with Disability Act, 2011. At the material front, SLUDI has variously secured funds and implemented projects around provision of vocational skills for persons with disability, and capacity building for disability organisations. SLUDI has also secured wheelchairs and crutches for persons with disability. At the collective action front, SLUDI has variously represented persons with disability to engage government, donors and other external actors on the rights and welfare of persons with disability.

PICOT is one of the platforms with the smallest membership. PICOT has NMJD and the Methodist Church Sierra Leone, as members. Its small membership obviously makes PICOT's internal governance and accountability easy to manage. In 2012 the platform decided to open its doors to other organizations. At the time of this study organizations had started to express interest in joining the network. PICOT would have to make a decision as to what size of membership supports or inhibits cohesion, accountability and the smooth work of a platform.

Emergent Platforms

ALART, WFME, SiLNORF and NaRGEJ are considered as relatively new and emergent platforms. CORNET is an older network, but has still been considered as an emergent platform, given its low public profile and the narrowness of its scope of work over the years. ALART, WFME, SiLNORF, and NaRGEJ can hardly lay claim to successful advocacy or lobby outcome. Their public profiles may not be great as a result at the moment. At the time of completing this report, ALART, WFME, SiLNORF CORNET and NaRGEJ did not have an advocacy or lobby issue with clearly articulated expected outcomes. There is, as noted earlier, duplicity in mandates and sectors among ALART, WFME, and SiLNORF in particular. As recommended hereafter, this is something the networks may want to redress.

ALART, WFME, CORNET, SiLNORF, and NaRGEJ are still working on their institutional forms and structures. Their works over the past couple of years should be seen as experiments to learn from as they concretise institutional forms and structures. Great opportunity exists for these networks to avert the problems of capture, and management of collectivism and resources that plagued NFHR, CSM, and CSAP.

E. CONCLUSIONS

This study encountered networks that have collapsed, networks that are promising, networks that have compromised their founding principle, and networks that are just emerging. Many Civil Society interlocutors are disillusioned with networks and platforms on account of previous and continuing falters. Emergence of networks, their collapse, and re-emergence of newer ones is certainly not the kind of characteristics that are supportive of CSOs' role in good governance. This study reveals the critical fault-lines in the work of networks and platforms in Sierra Leone that need to be addressed.

A key issue that has plagued networks and platforms is the ease with which they become the property of one man, a clique, or a member organization. In Sierra Leone networks and platforms which are prone to capture by their leaders or host-organisations easily lose collectivism. The faces of the members were completely lost. There are several ways by which collectivism is lost. Networks secretariat or host-organisations carry projects without the involvement of members. Press Statements are made in which the member organizations are not recognized. The network's leader or network's secretariat staff holds meetings with government or donors or external entities without seeking the representation of members. Lack of collectivism is a serious source of disillusionment with networks and platforms.⁸ The performance of all the 14 networks and platforms in this study regarding collectivism needs great improvements.

Resource issues are equally at the heart of the problems of Civil Society platforms. There are two sides to the resource issues namely: resource management and resource mobilization. On the face of it, CSOs join networks in pursuit of collective action to address problems in society. Networks are supposed to carry greater power, voice, resource and leverage than an organization acting alone to address a problem in society. This would look like an incentive enough for organizations to want to join networks and platforms. It has been shown however, that CSOs expect networks to hold other incentives like training opportunities, resource sharing, and capacity building. This study has revealed how squabbles over management of resources led to the demise of NFHR and a dysfunctional CSM. The second issue with resources is that platforms are not looking seriously beyond donor sources to fund their activities. As noted earlier, without donor funding the networks will not be able to undertake major projects. The fact is that platforms are not emphasising other means of resource mobilisation. Three of the platforms in this study have provisions to raise funds through membership dues. None of these platforms has ever collected membership subscription with efficiency. Members are simple not paying.

NFHR, CSM and CSAP are three platforms that have collapsed, that are critical to the vitality of social movements in Sierra Leone. The collapse of these three platforms leaves the country with a gap in the

⁸ Author interview of Abu Brima, Executive Director, NMJD. February 28, 2013

capacity of Civil Society to have a standing mechanism for collective engagement with power holders. The gap has to be redressed.

Re-engineering social movements in Sierra Leone that have visionary leadership requires two levels of interventions. At one level, support to the disparate coalitions and platforms is needed to bring them up to speed with essential positive attributes. A second level of intervention in re-engineering social movements would be to establish a new Civil Society collective action supra-structure. The recommendations below address the issues in respect of both levels on interventions.

RECOMMENDATIONS

1. Bringing platforms up to speed with essential positive attributes

Training in advocacy and lobbying

Opportunities for training in evidence-based advocacy, lobbying, networking and related issues are hardly available to platforms' members. Donor support for Civil Society capacity building through training is rare. Equally, the networks do not have the resources to provide such capacity building support for their members. Lack of skills and knowledge explains the paucity of networks' methods of engagement with government and communities. Lack of skills and knowledge explains why networks are not faring well in the area of portraying collectivism.

It is recommended therefore that any attempt at engineering responsive and capable networks and platforms in Sierra Leone take into account the need for deeper training in advocacy, lobbying, networking and related issues. At the core of the objectives, such training would seek to redress the paucity of the networks' methods of engagement and weaknesses in portrayal of collectivism.

Support for building internal democracy in networks

It is recommended that purposive support be given to building internal democracy in networks and platforms. Support must be given to articulating duties, responsibilities, rights and roles in operating a network or platform. Support must be given to innovating representation and accountability. Support for building internal democracy in networks could include provision of templates for Articles of Association, financial reporting to members, code of ethics, and so forth. Support should be given to make rotational leadership a habit in platforms.

Enhancing platforms offer of incentives

The networks and platforms should be supported to hold incentives that make them continuously relevant to members. Members bear transport costs to attend network meetings. Members use their organisations' stationery and computer equipments to attend to network matters. At the end of the day it is great for a network member when an advocacy outcome is achieved. It is however not unfair for a member organization to expect to benefit in other ways from the fact of belonging to a network. While the ability to offer certain incentives may prove challenging for networks, others are not. Supporting

networks to hold incentives that make them relevant to their members could be a training and practical issue.

Redundant networks and platforms

NFHR and CSM have been identified as redundant networks. There is great enthusiasm for reviving NFHR and CSM among Civil Society interlocutors interviewed for this study. It is recommended that such enthusiasm be supported leading to a resuscitation of NFHR.

NFHR can be revived, taking into consideration a redress of the critical issues that led to the network's demise. In the words of a former chairman, founding member organizations of NFHR have grown in maturity.⁹ He advises that a resuscitated NFHR should carry stature that befits the maturity of its founding member organizations today. A former executive Secretary adds that a revived NFHR should be a very powerful organization whose voice commands instant attention locally and internationally.¹⁰ CSM does not need to be revived. A Civil Society supra-structure for collective action in the manner of CSM and CSAP is still strongly desired by Civil Society leaders interviewed for this study. Recommendations on options for reviving CSM or creating newer one as may be decided on, are given after here.

Accelerating the maturity of the new platforms

Networks like ALART, WFME, and SiLNORF, can hardly lay claim to successful advocacy or lobby outcome. Their public profiles may not be great as a result at the moment. These networks are still finding institutional form. At the time of completing this report, ALART, WFME, SiLNORF and NaRGEJ did not have an advocacy or lobby issues with clearly articulated expected outcomes. NaRGEJ is however at the verge of completing their advocacy/lobby or engagement strategy resulting from their January 2013 retreat. Continuing to exist in such a manner is risky for ALART, WFME, and SiLNORF. Events may overtake them or the energy of members may dissipate. It is therefore recommended that support be provided ALART, WFME, and SiLNORF to build their public profile, and concretise their institutional form and structure and NaRGEJ to complete and implement their Strategy. Their public profile should be enhanced by taking on a specific advocacy or lobby work and concluding it.

Facilitating cross learning and adoption of best practices between and among networks

It is recommended that any support to social movements take into consideration the facilitation of cross-learning between and amongst networks and platforms. Despite the many problems they face, some CSO platforms have revealed in this study processes that are worth emulating by others. BAN's rotation of its leadership is one such process. BAN's inclusion of representatives of member organizations into an Operations Committee to work with the secretariat in the implementation of projects is also worth emulating. NaRGEJ's conduct of monthly meetings and the inclusive development of the Network's strategy is also worthy of emulation.

⁹ Author interview of Joseph Rahall, former Chairman of NFHR. March 7, 2013.

¹⁰ Author interview of Alfred Carew, former Executive Secretary of NFHR. March 7, 2013

Rationalize duplicitous membership of duplicitous networks

It is recommended that any support to social movements recognize the challenge of duplicity in networks' memberships with a view to redressing things. As a first step, redressing duplicity could involve an audit of who is where and who is doing what. It is not a problem that a number of platforms exist around the same issue. But it is certainly a challenge if the same organizations are in different platforms dealing with the same issues. Where a number of platforms have interest in the same issues, what needs to be worked on is collaboration between the networks.

Undergirding sustainability of platforms

Participants at a meeting to validate this report agreed that platforms should pursue deeper accountability and internal governance strengths as pillars of sustainability. The second recommendation relating to support for building internal democracy in networks and platforms speaks to the point. In addition, it is recommended that strategies for re-engineering social movements in Sierra Leone seriously take on board support to platforms to articulate and adopt sustainability plans. Such support to platforms must not just involve training. Every platform that benefits from the support must have a sustainability plan as an end product.

2. New Civil Society collective action supra-structure

The establishment of a new Civil Society collective action supra-structure is highly recommended as quintessential in any attempt at re-engineering social movements in Sierra Leone. Until they deviated, it was the intent of CSM and CSAP to serve as grand platforms for bringing Civil Society to speak with one voice on critical national issues. Platforms with similar objectives and ambitions to those of CSM have evolved twice, led by United Nations Development Programme and the United Nations Mission in Sierra Leone. Both attempts failed. The Civil Society collective action supra-structure should expropriate the same intent behind CSM, CSAP and the other failed attempts at grand platforms.

Between the failure of CSM and the compromise of CSAP, and the failure of the attempts by the United Nations institutions the lessons should now be clear as to how to avoid future failure with another grand Civil Society platform. From Key Informant Interviews and the study's validation meeting, four options are on the table. The first option is that CSM be revived with its old membership structure. The second option is to revive CSM but with a different membership structure. Here the revived CSM will have only networks and platforms as members. The third option is for a new platform with objectives and membership structure similar to CSM and CSAP is set up. A fourth option is that a new platform with objectives similar to CSM and CSAP is set up, but with only networks and platforms as members. For all the four options there is agreement that any new mechanism for Civil Society's collective action and networking does not take on a project implementation role. A new Civil Society collective action supra-structure would only be a platform for networking, collaboration, mobilization and collective engagement with power holders. Other additions could be made to the way the new platform works. Hosting the grand coalition's secretariat should be rotational. The grand coalition's leadership should be collective. The options of having co-presidency, co-chair or troika leadership should be explore. The grand coalition will have wider membership reach and depth in the fact that the networks represent

organizations. Member networks will continue to work independently on their respective sector areas. The grand coalition is only a mechanism for rallying Civil Society's collective response to national challenges.

F. PROFILES OF INDIVIDUAL PLATFORMS

Profile 1: National Forum for Human Rights

Background to its evolution

A defining feature of the civil war in Sierra Leone between 1991- 2001 was that appalling human rights violations were calculated instrument of warfare. The war displaced half of the country's population and an estimated 75, 000 lives were lost. Civilians were gang-raped, amputated and maimed.¹¹ It was in response to these horrors that the country saw an emergence of citizens' associations to monitor, report and defend human rights. Before the civil war in Sierra Leone human rights monitoring and defending was largely the preserve of Amnesty International and individual lawyers and newspapers.¹² It was in response to the human rights violations occasioned by the war and agitations to end military rule that civilians came together to form organizations purposively for the promotion and protection of human rights.¹³ Interactions and discussions between Sierra Leone's earliest human rights organizations seeking to leverage collective action and networking led to the establishment of the National Forum for Human Rights in March 1997.¹⁴

Composition and mandate

NFHR is an umbrella organization bringing together local independent human rights and development organizations working in the area of human rights. Among NFHR's objectives, it seeks to promote and foster human rights issues in Sierra Leone; create awareness and educate the public on human rights issues, document and report human rights violations and abuse; train and defend human rights defenders; and affiliate with likeminded national and international organizations.

As at 2008 NFHR had a membership of 12 organisations. The platform had a Management Board, a Secretariat with an Executive Secretary as head.

Critical work and achievements

In 1996, NFHR lobbied for the establishment of a Truth and Reconciliation process to bring closure to the civil conflict. The Truth and Reconciliation Commission was included in the Lome Peace agreement in 1997; and the Truth and Reconciliation Commission Act was eventually passed in 2000. NFHR also lobbied for the establishment of the Human Rights Commission for Sierra Leone (HRCSL) which was included in the Lome Peace Accord of 1999 and later enacted into law in 2004. NFHR chaired the process

¹¹ De Zeeuw, Jeroen and Kumar Krishna (editors). 2006. Promoting Democracy in Post Conflict Societies. (Boulder and London: Lynne Rienner). Pages 151- 181

¹² Ibid.

¹³ Ibid

¹⁴ Author Interview with Joseph Rahall, former Chairman, NFHR. March 7, 2013.

for the appointment of the first ever Commissioners for the HRCSL. The platform participated actively in the lobby and advocacy efforts of CSOs that led to the enactment of the Anti-Human Trafficking Act, 2005.

Current status

NFHR has been dysfunctional since 2009 when it last had a functioning secretariat. Members have not met for the past two years. The network is no longer visible. Many leaders of organizations that were founding members of the network believe that NFHR is dead. There is however strong interest in Civil Society circles for NFHR's revival.

Profile 2: National Elections Watch

Background to its evolution

In 1996 Sierra Leone held its first multiparty elections after decades of one-party and military rules. In 1996, CSOs were largely involved with voter and civic education, and non-violence campaign, and monitoring and reporting human rights violations.¹⁵ Elections observation was largely the preserve of international organizations although many local organizations provided them assistance. The involvement of CSOs in electoral activities was a novelty. In multiparty presidential and parliamentary elections in 2002, CSOs expanded their activities by taking on elections observation. The local elections observation mechanism was called NEW) supported by the American organization National Democratic Institute.

Composition and mandate

NEW is a coalition of CSOs and international Non-Governmental Organisations. NEW's mandate is to bring civil Society input into ensuring credible, free, and fair public elections in Sierra Leone. NEW has a membership of 324 organisations, organized at chiefdom, district and regional levels. National meetings of the coalition are held four times a year. Since its formation, Search for Common Ground has hosted NEW's national secretariat. NEW is a member of the West African Domestic Elections Network, and the Global Domestic Elections Platform.

Critical work and achievements

NEW has observed and reported the 2002 presidential and parliamentary elections, the 2007 presidential and parliamentary elections, the 2008 Local Government elections, and the 2012 presidential, parliamentary elections and Local Government elections. The coalition's observation of the 2012 elections marked a watershed in the scope of its elections observation work. The platform was supported by DfID to the tune of almost 2 million Pounds Sterling in a project called Civil Society Engagement in Electoral Processes. The project covered Voter Education, Safety and Security, Organizational Development, Oversight, and Electoral Observation. In addition to its core work of elections observation, NEW has provided its members with several elections related trainings.

¹⁵ Author interview with Joseph Rahall, former Chairman, NFHR. March 7, 2013

Current status

NEW is very active. NEW's sustainability and stature has been boosted by an aspect of the CSEEP support that pertained to organizational development. The organizational development component of the CSEEP support was still continuing at the time of this study. In all interviews for this study where it was mentioned, the NEW was generally regarded as an exemplary platform. NEW has in the past commented on issues that required advocacy and lobbying agenda.¹⁶ However, the platform has never undertaken purposive advocacy and lobbying work. The platform intends to do so now where resources permit. NEW desires to engage in reform advocacy and lobbying around electoral policy and general governance issues.¹⁷

Profile 3: Budget Advocacy Network (BAN)

Background to its evolution

A recent development in Sierra Leone's governance landscape is the emergence of attempts to institutionalize citizens' demand side accountability in the management of public funds. Demand-side social accountability work around management of public funds has seen CSOs doing independent analysis of the budget, monitoring expenditures made public funds, and evaluating public services. Underpinning these approaches is the idea that accountability to citizens yields greater development and service delivery impact. BAN was formed in 2005, bringing together the earliest local and international NGOs involved in some form of budget tracking and analysis in the country.

Composition and mandate

BAN pursues rights-based approaches to promoting pro-poor, inclusive, gender-sensitive and equitable generation and use of national resources.¹⁸ BAN has a membership of seven organizations. BAN also has six Strategic Partners; being national and international development non-governmental organizations working in Sierra Leone. BAN has a secretariat with paid staff. The secretariat is headed by a Coordinator. The network has an Executive Committee consisting of the heads of the member organizations. BAN also has an Operational Committee in which each member organization is represented by two key staff. The Coordinator works with the Operational Committee to implement all BAN activities. There are activities that member organizations can directly take lead in implementing with support from the Coordinator.

BAN does not have community-level structures. For community-level interface, BAN relies on member organizations own community-level structures and contacts. Although it undertakes national level activities, BAN's mainly operates in the Western Urban Area, Western Rural Area, Bombali District and Kono District. BAN is a member of Tax Justice Network, the International Budget Partnership, and Integrated Social Development Center.

¹⁶ Author interview of Ngolo Katta, NEW. March 14, 2013

¹⁷ Ibid.

¹⁸ www.bansl.org

Critical work and achievements

BAN has conducted an analysis of policies and financial statements of the 2008-2009 national budgets. BAN has also done a study on District Budget Oversight Committees. Towards the 2012 presidential and parliamentary elections, BAN and its strategic partners developed political manifesto on health which six political parties, including the ruling and main opposition parties signed. BAN and its partners convinced the political parties to incorporate the provisions of the manifesto into their individual party manifestos. The 2012 national budget that was laid before Parliament for debate and approval had a decrease in the allocation to the health sector from 11% in 2011 to 7.4 % in 2012. BAN issued Press Statements condemning the decrease. Other development organizations eventually joined BAN to undertake a series of activities in agitation for an increase in budgetary allocation to the health sector. The budgetary allocation to the health sector was eventually increased to 10.5% of the national budget in 2013. In 2012 BAN and its Strategic Partners conducted a Health Budget Tracking Survey to support the argument for more funding to the health sector. BAN worked with other international partners to do the Sierra Leone Tax Report in 2012.

Current status

BAN is an active network. At the time of this study the network among other issues, was pursuing advocacy and lobbying work to legislate for a proper management of tax exemptions and waivers in Sierra Leone.¹⁹ BAN was also pursuing advocacy and lobbying to redress the faults that led Sierra Leone to score low in budget transparency in the 2012 Open Budget Index.²⁰ BAN is currently conducting a study on Sierra Leone Tax Expenditure in a bid to determining the amount of revenue the government has foregone through tax incentives granted to investors over the past five years. The ultimate aim is to expose areas of weakness in the government's tax expenditure with a view to drawing up recommendations and follow up steps for policy and advocacy work

Profile 4: Sierra Leone Network on the Right to Food (SiLNORF)

Background to its evolution

The Sierra Leone Network on the Right to Food was formed in 2008 by local CSOs who were responding to a spate huge land acquisitions by foreign companies that emerged in the country. In the few years leading to the formation of SiLNORF, research showed that foreign companies of mainly European and Asian origins had acquired 500, 000 hectares of land according to the organization.²¹ Foreign companies were acquiring land for non-food, export-oriented commercial plantation agriculture. In a country where 70% of the population is said to depend on subsistence farming for livelihood, the SiLNORF's promoters foresaw in the land acquisitions, negative implications for people's access to food.²²

¹⁹ Author interview of Abu Bakarr Kamara, Coordinator, BAN. March 4, 2013

²⁰ Ibid.

²¹ www.silnorf.org

²² www.silnorf.org

Composition and mandate

SiLNORF has 25 member organizations. The platform's membership includes a faith-based organization, grassroots citizens' collectives, NGOs, and media outlets. All of the grassroots citizens' collectives are from the northern region around the areas where the company whose activities the network monitors operates. The platform has the general membership, a management board, and the secretariat headed by a Coordinator. SiLNORF is headquartered in Makeni, in the northern region. SiLNORF exists to raise awareness of threats to the right to food, and works to improve the situation of affected land users particularly in the areas where the Swiss company Addax Bioenergy has leased 50, 000 hectares of arable land.²³ SiLNORF is a member of the African Network on the Right to Food.

Critical work and achievements

The platform has not done much beyond the issuance of a couple of Press Statements around the activities of Addax Bioenergy. In August 2012 the platform also issued an annual report on the activities of the Addax Bioenergy.

Current status

The network is relatively young, but quite active.

Profile 5: National Women's Forum

Background to its evolution

The National Women's Forum started in 1994 as a networking and information sharing arrangement. The networking and information sharing arrangement was led by the Sierra Leone Association of University Women, Young Women Christian Association, Women's Movement for National Development, and the National Organisation of Women. The National Women's Forum was formalized later that year as a platform for responding to the need to unify women's organisations to take collective stand for advancement of women.

Composition and mandate

As at 2013, the National Women's Forum had over 100 member organisations across the country. National Women's Forum is a platform for collective action for advancing the status of women and promoting children's rights. National Women's Forum is a member of the Global Network of Women Peace builders.

Critical work and achievements

A high point of the life of the platform was its mobilization of women to join other agitation efforts to end military rule in Sierra Leone in 1996. The Women's Forum played a crucial role in ensuring that

²³ www.silnorf.org

democratic elections took place in 1996.²⁴ The network has regularly facilitated the representation of women at major national dialogue events; including various national policy formulation processes.

National Women's Forum has variously secured funds from non-profit development organizations and implemented projects around women empowerment, peace building and human rights. In September 2012, the Women's Forum led the establishment of the Women's Situation Room in Sierra Leone towards the national elections later that year. The Women's Situation Room sought to harness, mobilize, and employ the expertise and experiences of women to take preventive action that would avert conflict during the elections. The Women's Situation Room deployed elections observers across the country in the November 2012 general elections.

Current status

The National Women's Forum is an active network. The network suffered inertia for some time, and has since 2012 been finding ground in many areas, including regularity of meetings, reporting to members, resource mobilization, and taking up a major issue of advocacy.

Profile 6: Women's Forum on Mining and Extractives (WFME)

Background to its evolution

Corporate mining has been critical to the economic life of Sierra Leone; holding great potential to transform the poverty landscape in the country. Instead, in over four decades of history corporate mining has made its contribution to the misery that afflicts Sierra Leone as one of the poorest countries in the world. Since the end of the civil conflict CSOs have taken on board social accountability initiatives to ensure that the country maximizes benefits from her mineral wealth. Social accountability initiatives led by CSOs rightly focus on maximizing benefits for the ordinary people from mining activities and conversely minimizing its negative effects. Mining impacts women differently. However, interventions for remediating the negative impact of mining or maximizing benefits for the ordinary people hardly consider the special needs of women. This is the gap that Women's Forum on Mining and Extractives seeks to fill.

Composition and mandate

The Women's Forum on Mining and Extractives is a five-member platform.

Critical work and achievements

The network is relatively young and is still finding ground and form in many areas. It has not been known to take up any major issue, issue statements and reports pertaining to its area of concern. The networks internal governance systems are still being worked on.

²⁴ War Related Sexual Violence in Sierra Leone: A Report by Physicians for Human Rights. 2002. page163

Current status

The network is relatively young. NMJD as a founding member organization is presently hosting the platform's secretariat and providing support to it.

Profile 7: Natural Resource and Governance and Economic Justice Network (NaRGEJ)

Background to its evolution

Citizenship is being enriched as democracy takes root in Sierra Leone. In democracy theory citizenship means the expression of the rights to be informed about official actions, to hear justification for them, judge how well or not they were carried out and take action. Management of economic resources has been the main frontier for the expression of citizenship by CSOs. Exploitation of natural resources accounts hugely for economic activities in Sierra Leone. Among the pioneering social accountability work by CSOs around natural resources were the NMJD led initiatives like Civil Society Monitoring of Diamond Areas Development Fund, advocating for responsible mining and monitoring of the Highly Indebted Poor Countries Initiative (HIPC) funds. The works by other individual organisations and platforms around the proper management of economic resources has been highlighted elsewhere. Naturally, the network emerged to build synergy for advancing the social accountability work of various Civil Society actors around the management of economic resources, including natural resources.

Composition and mandate

NaRGEJ brings together organizations and platforms working on issues as diverse as land, fishery resources, environment, mining, petroleum, forestry, land, water, public financial management, and other economic resource issues. Essentially, the network seeks to leverage the power of collective action to get government to live up to its financial, human rights, social and environmental responsibilities; and corporate entities and private economic actors to live up to their Corporate Obligations and Social Responsibilities.

Critical work and achievements

The network is relatively young. In 2012 however, the network demonstrated its potentials when it made significant contributions to the discourses on natural resource governance at the Sierra Leone Conference on Development and Transformation. The network was the channel through which the conference captured Civil Society inputs into the document that covered natural resource governance. It was also NaRGEJ's advocacy that led to the inclusion of natural resource management as Pillar 2 of the Poverty Reduction Strategy Paper 3-Agenda for Prosperity.

Current status

The network has been having monthly internal meetings to shape its directions. The network is still working on its institutional form and structure, including development of governing instruments such as constitution and Strategic Advocacy Plan. The network has linkages with the Mano River Union Civil Society Natural Resources Governance and Rights Platform. The network is also pursuing relationship

with the West African Civil Society Forum (WACSOF) and African Initiative on Mining Environment and Society (AIMES).

Profile 8: Civil Society Movement (CSM)

Background to its evolution

Although Sierra Leone had a long history of Civil Society, the period between the civil war saw a huge growth in the number, types, and breadth of citizens associations in Sierra Leone; according to one study.²⁵ Many of the organizations that emerged including Civil Society Movement were in direct response to the exigencies of war. Civil Society Movement was established on 28 November, 1998 as an umbrella organization of non-governmental organization, grassroots associations, artisans and professional bodies, and civic organizations. The coalition moved straight into playing an active role in advocacy for peace and end to the civil conflict.

Composition and mandate

The Administrative Officer manning CSM's secretariat claims that CSM has a member of between 120 and 150 organisations across the country.

Critical work and achievements

CSM provided the platform for collective action by CSOs to influence peace negotiations and settlements between the factions in Sierra Leone's civil conflict. Collective action pursued through the platform included mass public demonstrations in support of peace, issuance of position statements on peace settlement issues, and representation at critical meetings.

Between 2000 and 2003, CSM implemented projects around peace building and democracy consolidation with funding support from the National Endowment for Democracy, the Open Society Institute for West Africa, and the Canadian Catholic Organisation for Development and Peace.

Current status

In the words of the Administrative Officer, CSM has been creeping since 2003, when quarrel broke out amongst some influential members over the use of project funds provided by the Canadian Catholic Organisation for Development and Peace. For the last ten years members have only met a couple of times as deemed fit by the National Coordinating Office. Members have equally not been paying their annual subscriptions. Between, 2000 and 2003, CSM had regional offices in the South, North and Eastern Regions. Since 2003, CSM has only had the National Coordinating Office in Freetown. The presence of members across the country should ideally be CSM's community-level structures. It is the reality however that CSM today is very disorganized, under-resourced and irrelevant.

It was in 2005 that the network last produced an annual report, according to the Administrative Officer. In 2011, the Chairman of CSM resigned to go into national politics; leaving the governance of the

²⁵ Sesay and Hughes 2005

network in the hands of a Task Force. The day-to-day running of the network is in the hands of the Administrative Officer. The situation is so bad that the Administrative Officer has gone without salaries for years, and has personally been paying the office space rent for the National Coordinating Office and salaries for a secretary.

Many leaders of organizations that were founding members of the network interviewed for this study believe that CSM is dead. However, the platform implemented an externally funded Nine Thousand Pound Sterling project to promote the participation of women and young girls in the 2012 general elections.²⁶

Profile 9: National Youth Coalition

Background to its evolution

National Youth Coalition is a natural outshoot of the multiplication and complexity of Civil Society in Sierra Leone since the late 1990s. Among the many organizations that emerged have been groups formed by youths or hold mandate to serve youths. Youths represent 35% of the population of Sierra Leone; and their social-economic situation is among the worst in the world. High rates of pupils dropping out of school, pervasive unemployment, lack of skills, and increasing movement of young people to urban areas today constitutes what has been described as a youth crisis. It is in response to these challenges that many youth or youth serving groups have emerged in the country. The coalition emerged in 2002 as response to the need to build effective alliances for collective action for advancing the status of youth and promoting youth interests.

Mandate and Composition

The mandate of the National Youth Coalition is to advocate for the general welfare of Sierra Leonean Youth, to develop their full potential and fundamental human rights.²⁷ The coalition claims to have a membership of 25, 000 members; being individuals and youth-led organizations. The coalition has a national secretariat in Freetown; and is headed by an elected President.

Critical work and achievements

The National Youth Coalition was formed principally to lead agitation for the adoption of a National Youth Policy by government. The efforts of the coalition paid when in 2003 government adopted a National Youth Policy; which also provided for the establishment of a National Youth Commission. The coalition observed the 2012 presidential, parliamentary and Local Council elections.

In between these activities, the coalition has regularly issued Press Releases stating positions on national issues as they emerged. The coalition has facilitated the representation of youth at major national dialogue events; including various national policy dialogue processes. The National Youth Coalition has

²⁶ Author interview of Mark Mahmoud Kalokoh, Administrative Officer, Civil Society Movement. March 5, 2013

²⁷ Statement of mandate at the National Youth Coalition's office

variously secured funds from non-profit development organizations and implemented projects around youth empowerment. Following, the coalitions observation of the 2013 elections, it received direct materials support from the country office of the European Union in the forms of computers, shovels, mobile phones, and dongles; which were distributed to members across the country.

Current status

The National Youth Coalition is active amidst suspicion among knowledgeable and influential leaders of CSOs that the platform is may be losing its focus.

Profile 10: Sierra Leone Union on Disability Issues (SLUDI)

Background to its evolution

Various voluntary organizations of persons with disability have always existed in Sierra Leone. The Sierra Leone Union on Disability Issues emerged out of concerns that the various organizations representing persons with disability needed to coordinate their activities, be in a position to speak with one voice when the need arose, and unite to mobilize resources.

Composition and mandate

SLUDI has a membership of over 80 organisations formed by persons with disability. The network has four regional coordinators. The day-to-day running of the network is in the hands of the President, who is elected for a term of four years. SLUDI serves as a platform for collective action by organizations representing persons with disability to engage government, donors and other external actors on the rights and welfare of persons with disability.

Critical work and achievements

The biggest achievement of SLUDI is that the platform has consistently secured the representation of persons with disability at major national dialogue events; including various policy formulation processes. SLUDI has facilitated government and donors' access to the views and positions of persons with disability whenever desired. SLUDI led advocacy for the passage of the Persons with Disability Act, 2011. SLUDI has variously secured funds from non-profit development organizations and implemented projects around provision of vocational skills for persons with disability, and capacity building for disability organisations. SLUDI has also secured wheelchairs and crutches for persons with disability. Every year SLUDI takes lead in the celebration of the World Disability Day, to keep the issue of disability in public view.

Current status

SLUDI is an active network. Over the past years, the platform has relied mainly on Handicap International to pay rent for its offices premises and staff salaries. In 2011 government through the Ministry of Social Welfare began giving financial subvention to the platform; albeit irregularly. At the time of this study the network among other issues, was pursuing advocacy for the provision of work

opportunities for persons with disability. SLUDI has an on-going project with Sight Savers to build the capacity of its member organizations.

Profile 11: Community Radio Network (CORNET)

Background to its evolution

Sierra Leone has had a troubled media landscape for a long time. In three decades after independence, the media was a target for purposive strangulation and control by various governments. Methods of strangulation and control included obnoxious laws, selective violence and co-optation of critical media professional. Journalists themselves imbibed outright lies and blackmail as part of their professional ethos.²⁸ Sierra Leone emerged from war in 2002 to pursue democratic governance with a media landscape characterized by a chaotic regulatory framework, poor equipment, and poor marketing, among other challenges.²⁹ Towards building and consolidating democracy, the media (along with human rights and elections sectors) became a principal beneficiary of assistance from international institutions.

It was from of one such support from the Open Society for West Africa (OSIWA) to establish thirteen community radio stations that CORNET was born.³⁰

Composition and mandate

CORNET has thirteen-member community radio stations.

Critical work and achievements

In 2003, CORNET supported the establishment of 13 community radio stations with equipment and training from a \$250, 000 funding from OSIWA. CORNET mostly focuses on providing capacity support to its members. In 2005, however, the platform lobbied the Independent Media Commission to secure a reduction in the cost of license for community radio stations from around \$2,000 to the local currency equivalent of \$150.

Current status

CORNET is an active network.

Profile 12: Alliance for Land Accountability and Transparency (ALART)

Background to its evolution

ALART started as a response by local CSOs at the forefront of agitation against the spate huge land acquisitions by foreign companies that emerged in the country. Large scale acquisition of land in Africa by foreign corporations has been variously labelled as “Africa for Sale”, “neo-colonialism” or “land grab”. For the local CSOs, large scale acquisition of land in Africa by foreign corporations was perpetuating hunger, suffocating peasant livelihoods, and destroying the environment. There are those however who see potentials for Africa’s economic renaissance in huge appropriation of land by foreign corporations.

²⁸ Sesay and Hughes 2005

²⁹ Ibid

³⁰ Sesay and Hughes. 2005.

Government officials for instance see promise for increased returns in government revenue, Corporate Social Responsibility, employment and other benefits. Given such orientation on the part of government and the resource leverage that land grabbing foreign companies hold, a number of non-profit groups saw the need for synergy, networking, and collaboration in engaging government, investors and communities.³¹

Composition and mandate

The platform has 9 members; including national CSOs, grassroots community-based organizations, and coalitions. At the moment, Green Scenery is serving as the network's secretariat. ALART' works to ensure that foreign corporate interests in land acquisition in Sierra Leone does not perpetuate hunger, and destroy the livelihoods of peasants.

Critical work and achievements

Since inception the platform has been criticizing the emergent practice of large scale land acquisition by foreign companies. The criticism has obviously forced responses from government and some of the companies involved in land acquisition. The platform has a key demand that government stops further land sales. The platform has made the position that following such halt, a study should be conducted to inform a continuation or total stoppage of lands sales as the case may be determined. The platform is still pursuing this advocacy. Meanwhile, the platform has completed a couple of studies to back its anti-land sales agitations.

Current status

As it continues its advocacy, lobbying, and research work, the network is shaping its internal governance and institutional directions. The network is presently working on the development of governing instruments, strategic plans and so forth. Already people are been recruited to man the secretariat.

Profile 13: Partners Initiative in Conflict Transformation (PICOT)

Background to its evolution t reconciliation

PICOT was founded as one of the numerous efforts by civic organizations to consolidate peace in Sierra Leone from the end of civil conflict in 2002. Sierra Leone faced an aftermath of rifts and divisions in communities when the civil conflict came to an end in 2002. Government's main approach was to secure justice as a means to peace. Government set up the TRC and the Special Court of Sierra Leone with support from the international community. It was left with Civil Society to lead efforts in reconciliation at community levels. Among the many human rights, development NGOs, and faith-based organizations that took up the challenge were NMJD, Methodist Church Sierra Leone, and Sulima Community Development Project. In 2003 these 3 organisations came together to form PICOT to maximize resources and approaches in their peace building work.

³¹ Author interview of Joseph Rahall, Executive Director, Green Scenery. March 7, 2013

Composition and Mandate

The coalition has 2 members. Sulima Community Development Project which used to be the third member is no more. PICOT's secretariat is located in Bo, the country's second city. PICOT is one of two platforms in this study with secretariats outside the capital city.

Critical work and achievements

PICOT has implemented projects around peace building, conflict transformation and human rights. In the period immediately following the end of the civil conflict, PICOT was one of the frontline organizations that did extensive reconciliation, peace building and conflict mediation work in the Southern and Eastern regions of the country. PICOT has been a keen player in Civil Society advocacy and lobby for reform of chieftaincy in Sierra Leone. In a brief in 2006, PICOT made key recommendations regarding chieftaincy issues. One such recommendation was that chieftaincy elections be conducted by the National Electoral Commission, rather than by the Local Government ministry. The Chieftaincy Act, 2009 took on board this recommendation.

Current status

PICOT remains a 3 member organization. In 2012 the platform decided to open its doors to other organizations. At the time of this study organizations had started to express interest in joining the network. PICOT is active, and has expanded into advocacy around decentralization, rights-based service delivery and chieftaincy reform. PICOT is presently implementing a project on "promoting accessible government at local and chiefdom levels. The network is also implementing a project on "improved service delivery" with funding support from Christian Aid. PICOT has working relationships with international platforms such as Coalition for Peace in Africa, and Action Support Center.

Profile 14: Civil Society Alternative Process (CSAP)

Background to its evolution

According to several individuals involved with its establishment, it was disillusionment with the undemocratic nature of Civil Society platforms and failures to stick to their founding purposes that gave birth to CSAP in 2004. As noted elsewhere in this report, the resurgence of Civil Society in Sierra Leone had much to do with the responses to the circumstances of civil conflict in the country between 1991 and 2002. These circumstances did not opportune Civil Society platforms to hold democratic structures; according to a number of individuals involved with the establishment of CSAP interviewed for this study. It was in the absence of democratic structures and processes that a few people took control of coalitions to pursue personal agendas. The cohesion of platforms was easily destroyed. CSAP evolved to learn from the mistakes of the past and chart a new role for Civil Society in the governance and development processes in Sierra Leone.

Composition and Mandate

CSAP seeks to hold foundations of internal democratic structures and processes to provide leadership for Civil Society in Sierra Leone that was visionary and does not capitulate to political controls of

government. CSAP is a grouping of various types of CSOs, including grassroots and community-based organizations in Sierra Leone. CSAP claims to have a membership of over 300 organizations across the country. CSAP has a National Secretariat in Freetown, headed by the National Coordinator. Each of the country's four regions has a Civil Society Focal Person.

Critical work and achievement

CSAP has been dormant for a long time. CSAP did an action-oriented research on HIPC funded projects and came up with the report "Stolen Happiness" that caused intense public debate and raised public awareness on massive corruption and irresponsibility on the part of public servants in service delivery. CSAP also facilitated a four phased (four days each) membership capacity building training in "Development Education and Leadership" between 2006 and 2008.

Current status

The coalition has not done other outstanding work beyond the action-oriented research on HIPC funded projects, and the membership capacity building training. CSAP has been dormant for a long time. In March 2013, the platform held a one-day "regional consultative conference on the review and validation of the Civil Society Alternative Process" in Kenema, in eastern Sierra Leone.

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H. ANNEXES

Pro forma: PROFILING CIVIL SOCIETY COALITIONS IN SIERRA LEONE

A. Coalition Identification

Name of Coalition:	
Sector:	Minerals. Land. Water. Health. Education. Food. Media. Youth. Women. Human Rights. Election. Disability. Peace and conflict. Public Funds. Any other (please name):
Year of establishment:	
Mode of establishment:	Voluntarily established. Established by government policy.
Number of organizations in coalition	

B. Governing Instruments

Governing instruments regulating the coalition		
	Yes/No	Any comments
Minutes of founding meeting	Yes/No	
Constitution	Yes/No	
Memorandum and Articles of Association	Yes/No	
Written administrative/ management policies and procedures	Yes/No	
Written financial management policies and procedures	Yes/No	
Code of Ethics	Yes/No	
Any other (name)	Yes/No	

C. Internal Democracy

Rules on leadership in the coalition		Any comments
Rules on election of officials are documented in the minutes of founding meeting/Constitution or Articles of Association.	Yes / No	
Present leadership was elected	Yes / No	
Present leadership was selected	Yes / No	
Present leadership is the coalition's founding leadership	Yes / No	

D. Meetings

		Any comments
Coalition meets weekly	Yes/No	
Coalition meets monthly	Yes/No	

Coalition meets quarterly	Yes/No	
Coalition meets yearly	Yes/No	
Coalition only meets when necessary	Yes/No	
Any other periods at which coalition meets	Yes/No	

E. Information sharing within the coalition outside meetings

The coalition uses the following means to share information with members		Any comments
The coalition has a website	Yes / No	
The coalition publishes a newsletter	Yes / No	
The coalition publishes an annual report	Yes / No	
The coalition uses social media (Facebook, twitter, or other)	Yes / No	
Members share information by emails	Yes / No	
Any other way of sharing information within the network (specify)	Yes/No	

F. Information sharing with the public

The coalition uses the following means to share information with the public		Any comments
The coalition has Internet listserve	Yes / No	
The coalition publishes a newsletter	Yes / No	
The coalition publishes an Annual Report	Yes / No	
The coalition runs a regular radio programme	Yes / No	
The coalition puts stories in newspaper or on radio as may be necessary	Yes / No	
The coalition has a website	Yes / No	
The coalition uses social media (Facebook, twitter, or other)	Yes/No	
Any other way of sharing information (please specify)	Yes/No	

G. Engagement Strategies

Engagement strategies		If yes, Year(s)	Advocacy issue	Lobby issue	Any comments
The coalition has held a public demonstration	Yes / No				
The coalition has used the print media for advocacy purpose	Yes / No				
The coalition has used the electronic media for advocacy purpose	Yes/No				
The coalition has done research and published findings to influence policy decision	Yes / No				
The coalition has engaged Parliament or a Local Council to influence policy decision	Yes / No				
The coalition has held community meetings to discuss advocacy issue	Yes / No				

H. Secretariat/Coordination

Coalition has a permanent secretariat hosted by one member organization	Yes/No
Coalition has a secretariat on its own, not hosted by any organization	Yes/No
Member organizations host the secretariat in turns (monthly)	Yes/No
Member organizations host the secretariat in turns (annually)	Yes/No
Member organizations host the secretariat in turns (Indicate any other time frame)	Yes/No
Any other hosting arrangement? (Please indicate)	Yes/No

I. Membership of international platforms

International networks and coalitions to which this coalition belongs (name them below)	
1.	
2.	
3.	
4.	
5.	
6.	

J. Resource Profile

Funding				
Coalitions' activities are mainly funded through grants made to the coalition				Yes/No
Coalitions' activities are mainly funded through grants made to the lead organization				Yes/No
Coalitions' activities are mainly funded through pooling of resources by members				Yes/No
Coalitions' activities are sometimes funded through grants made to the coalition				Yes/No
Coalition members always fund activities assigned to them				Yes/No
Coalition always fund activities assigned to members				Yes/No
Any other funding arrangement (specify):				Yes/No
Technical assistance ever received by the coalition				
		Provided by member organisation?	Provided by non-member organisation?	Provide name of the organization here
Technical staff has been seconded to the coalition	Yes/No	Yes/No	Yes/No	
Overseas training has been provided for some coalition staff members	Yes/No	Yes/No	Yes/No	
In-country training has been provided for some coalition staff members	Yes/No	Yes/No	Yes/No	
Program management software has been given to the coalition	Yes/No	Yes/No	Yes/No	
Any other (please specify)	Yes/No	Yes/No	Yes/No	
The coalition has received the following equipment support				
		Provided by member organization?	Provided by non-member organization?	Provide name of the organization here
Vehicle	Yes/No	Yes/No	Yes/No	
Motorcycle	Yes/No	Yes/No	Yes/No	
Computer and accessories	Yes/No	Yes/No	Yes/No	
Office furniture	Yes/No	Yes/No	Yes/No	
Others (please name)	Yes/No	Yes/No	Yes/No	
Fundraising				Yes/No
Coalition members pay membership fees				Yes/No
The coalition has organized fundraising event (s)				Yes/No
The coalition has permanent fundraising venture (shop, services etc)				Yes/No
The coalition has investments				Yes/No
The coalition has other means of raising funds (Please name)				Yes/No

K. Building and engaging constituencies

The coalition has community level structures	Yes/No
The coalition undertakes mass education and sensitization campaigns	Yes/No
The coalition undertakes community-level education and sensitization campaigns	Yes/No
The coalition co-opts stakeholders into its ranks	Yes/No
The coalition has other ways of building and engaging constituencies (specify):	Yes/No