



NMJD FIVE YEARS STRATEGIC PLAN **2021- 2025**



OUR CONSTITUENCY

Contents

<i>Acronyms</i>	3
PREFACE	5
ACKNOWLEDGEMENT	7
EXECUTIVE SUMMARY	8
1. INTRODUCTION	11
<i>1.1:Part ONE:</i>	12
<i>Where are we Coming From? 2016-2020</i>	12
1. INSTITUTIONAL ANALYSIS	18
Part TWO	18
3.Strengths, Weaknesses, Opportunities and Threats	20
3.1: Strengths	20
3.2. <i>Opportunities</i>	22
3.3. <i>Weaknesses</i>	23
4. <i>Threats</i>	24
4: Strategic Intervention Pillars	25
5: <i>The crosscutting Issues for These pillars are:</i>	26
Part Three	28
Where Are We Going: 2021-2025?	28

Acronyms

ABCD	Asset Based Community Development
AADSL	
ACC	Anti- Corruption Commission
APC	All People’s Congress
BAN	Budget Advocacy Network
BomDHRC	Bombali District Human Rights Committee
CEDAW	
CBO	Community Based Organisations
CDHR	Centre for Democracy and Human Rights
CJM	Campaign for Just Mining
CSO	Civil Society Organization
CDS	Community Development Committees
CAG	Community Action Groups
CSF	
COP	
CHRDI	
DiCCLE	District Coalition for Community Legal Empowerment
FMCs	Facility Management Committee
FQE	Free Quality Education
FGM	Female Genital Mutilation
GEWE	Gender Equality and Women’s Empowerment
GBV	Gender Based Violence
GoSL	Government of Sierra Leone
INGOs	International Non Organizations
ICT	Information, Communication and Technology
KPCSC	
L&D	Learning and Development
LRC	Law Reform Commission
MAEL	Monitoring& Evaluation, Accountability and Learning
MAPODA	
MORD	
MEWODA	
MS	Micro-soft
MSG	
MDA	Ministries Department & Agencies
MADAM	
MBSSE	Ministry of Basic & Senior Secondary School Education
NNMJD	Network Movement for Justice and Development
NaREGJ-Network	
NSA	Non-State Actors
NRRG	
NEMS	
NMMA	National Mines and mineral Act
NEW	National Elections Watch
NGOs	Non-Governmental Organizations
NEC	National Electoral Commission

PICOT	
PPRC	Political Party Registration Commission
RADA	
RAI	Responsible Agricultural Investment
SLEITI	Sierra Leone Extractive Industry Transparency Initiative
SMC	School Management Committee
SDG	Sustainable Development Goals
SLPP	Sierra Leone People's Party
STEM	
UPHR	
UNDP	United Nations Development Programme
VGGT	
VSLA	Village Savings Loan Association
VSO	Volunteer
WAHR	
WAND	
WOFHRD-SL	
WOME	
WILDFRA	

Information, Communication and Technology (ICT)

PREFACE

This is the second five-year Strategic Plan carved out of the twenty-five year strategic direction in the history of the Network Movement for Justice and Development (NMJD). It represents the organization's intention to ensure that it delivers on its mandate by being focused, effective and efficient. NMJD realizes that even as available resources continue to shrink, public expectation and demand for quality services continue to rise. As such, NMJD will have to deliver more with less. This requires greater efficiency and application of resources where they are most needed.

This Strategic Plan provides a framework for NMJD's action during the next five years to ensure that it thrives as the most effective, diverse, sustainable and people-centred civil society organization in the country. It identifies four strategic pillars and outcomes to be accomplished. In identifying the strategic pillars, the focus is on:

- The most pressing priorities and critical issues facing the citizens, civil society, governance and NMJD recognizing the need to make choices from among many challenges and opportunities to ensure medium to long-term success and sustainability.
- Programme areas over which NMJD has institutional competence, comparative advantages and experiences are those prioritized among others. They include;
 - Accountable Governance: community empowerment, women's political & economic empowerment, empowerment of youth and people with disability and government responsiveness & accountability.
 - Economic Justice: Natural resources & land rights governance and corporate accountability, livelihoods and food security, legal empowerment and justice for ECOSOC rights
 - Civil Society Strengthening: capacity development, evidence-based advocacy, movement building & public interest activism, civic and political education.
 - Organizational Learning and Development: staff capacity & human resource development; resource mobilization; monitoring, evaluation, accountability and learning (MEAL); and institutional sustainability

The NMJD Strategic Plan, 2021 – 2025, is the result of hard work and many meetings and drafts by the Learning & Development (L&D) team and the input and guidance of the Executive Director, Abu A. Brima. The process began in 2021 with internal and external consultations with key stakeholders at various forums followed by a week-long staff retreat at Javouey House in Freetown. With the support from the Kono Area Team Office the service of the NaCCLE Coordinator, Mr. John Lahai was sort to help complete the process. While formulating this Strategic Plan, a number of on-going contextual issues regarding economic, social, political, and governance have been considered.

The Board is very grateful to all those who provided support in one way or the other. As we implement this strategic plan, NMJD will work with local communities, local authorities and leaders, civil society actors relevant government agencies as well as donor partners who

will help us craft the tactics and activities that will best achieve our impact results. It is evident that the success of this Plan will depend on the support and contribution of all stakeholders who share our commitment to seeing a just and self-reliant society (Sierra Leone).

Mrs. Marian Sia Nyuma-Moijueh

ACKNOWLEDGEMENT

It is obvious the development of the 2021 – 2025 Strategic Plan must have involved the participation of variety of groups and individuals at different stages of the process. Primarily, we extend our gratitude to our strategic partners and stakeholders, especially citizens from our various implementation communities across the country. Your participation in the rapid perception survey in our communities helped us determine whether we are meeting your needs, the challenges and what else we can do to be better at what we have been doing over the last 30 years.

We work in partnership with other civil society organizations on critical national issues and they see us in our daily operations as we make efforts to complement the Government of Sierra Leone's strides towards national development. We are grateful for your participation in the process of developing this plan, particularly your objective feedback on our work, opening windows to our strengths and weaknesses.

We have succeeded in our work from support from those we consider as development partners who have without ceasing provided us with resources - technical, material and finances. Without exception, we appreciate you all.

We are also grateful to the Government of Sierra Leone for creating the space for us to relentlessly give critical opinion on what they are doing for the citizens of Sierra Leone without fear or favour. There is no way we can stop doing this. It is the reason why we exist to continue to put pressure on our government to do the right thing for the citizens of this country without discrimination.

The development of this Strategic Plan to this completion was not going to be possible without our highly committed personnel, cutting across every level and from every corner of Sierra Leone. We are indebted to you as no amount of reward is adequate for the service you are rendering to NMJD and in turn, the people of Sierra Leone. We continue to encourage you even as all of us and as a team commit ourselves in the delivery of the 2021 – 2025 Strategic Plan.

Thank you all!

EXECUTIVE SUMMARY

Established in 1988, the Network Movement for Justice and Development is one of the leading national Civil Society Organization, employing community conscientization and advocacy as its main strategy to complement efforts towards the development of Sierra Leone.

Having experienced, with recognition, several years of development accomplishments and challenges within itself as an organization and national development, NMJD resort to long term visioning (25 years) in 2015, defining critical strategic priorities to guide its intervention in national development. Carefully and exhaustively, NMJD reviewed and unpacked long term national development plans and agenda analyzed country development trends and reached three key strategic priorities:

- Animating citizens' empowerment, leadership and movements to inspire positive change and to demand public institutions to work in ways that are just, accountable and inclusive;
- Strengthening civil society to effectively collaborate in representing and engaging on issues of public interests, justice and fairness;
- Promoting responsive, inclusive, transparent & accountable democratic governance.

Within the framework of the 25 year strategic priorities, NMJD developed its first five years (2015-2020) strategic plan to work towards achieving its long term vision of "a just and self-reliant Sierra Leonean Society where women, men, youth, persons with disability and communities are conscientized and live in dignity without fear and discrimination, especially on grounds of sex, race, socio-economic and political status and orientation".

Employing inclusive participatory approach, the 2015 through to 2020 strategic plan defined four result areas or pillars:

- Empowerment of communities for resilience, leadership and movement for self-reliance and ability to demand public institutions to account for their stewardship;
- Engagement with governance structures at local and national level to ensure they are responsive, accountable and inclusive;
- Civil society strengthened for public interest involving coordination, capacity building and engagement for them to be effective and efficient for external engagement for positive impact; and
- Organizational Learning and Development to enhance the human/personnel capacity of NMJD and its partners.

Reviewing performance against the 2015 -2020 result areas in the development of the next generation Strategic Plan (2021-2025), was assessed to be satisfactory. Several community structures, for example, Facility Management Committees, Community Development Committees and Citizens Action Groups had been established across the country to increase the participation of citizens in the democratic process. As well

between investment companies and communities. On official community and national issues, NMJD facilitated dialogue between government and citizens.

Over the period of the implementation of the same 2015 -2020 strategic plan, NMJD coordinated national and decentralized civil society actors for effective engagement on national issues facilitating the signing of MoUs between parliament and CSOs and serving as host for the land for Life secretariat of convener.

Initiating and facilitating dialogue between government and civil society organization leading to the establishment of the Multi-stakeholder Task Force on public disclosures promoting accountability in subnational payments and redistribution.

In the development of the 2021-2025 Strategic Plan, which again was participatory taking on board perceptions from partners at community through to national and international level, challenges with the implementation of the previous plan were acknowledged. Notable challenges were limitations in monitoring, evaluation and accountable learning, sustainable funds mobilization attributed inability to successfully compete in the restricted funding environment and inadequacies in Strengthening of trans-national coalition and alliances.

Further, using research, exhaustive interaction and critical analysis of in and outside operating context, NMJD developed the 2001 – 2025 Strategic Plan. An outstanding initiative in the analysis is NMJD going beyond normal SWOT, but discussing how the strength can be further strengthen, weaknesses translated into strengths, exploring mechanism to make the best out of the opportunities, and planning for threats not to hinder NMJD's development. Similarly, analysing the operating context, NMJD comprehensively discussed the implications of each sector (politics and human rights, health and sanitation, and emergency/disaster, technology, human development, economic and environment). Also, NMJD discussed what the organization could do about the implications of the analysis of the operating context. The Strategic Plan development processes reached consensus on issues NMJD should focus on under four main strategic areas;

Strategic Pillar One Covers Accountable Governance: community empowerment, women's political & economic empowerment, empowerment of youth and people with disability and government responsiveness & accountability.

Strategic Pilar Two covers Economic Justice: Natural resources & land rights governance and corporate accountability, livelihoods and food security, legal empowerment and justice for ECOSOC rights

Strategic Pilar Three deals with civil Society Strengthening: capacity development, evidence-based advocacy, movement building & public interest activism, civic and political education.

Strategic Pillar four covers Organizational Learning and Development: staff capacity & human resource development; resource mobilization; monitoring, evaluation, accountability and learning (MEAL); and institutional sustainability

It is envisaged, through the implementation of the 2021- 2025 Strategic Plan, NMJD would have taken two-fifth of its journey towards equitable justice with citizens becoming self-reliant, and living in dignity without fear and discrimination.

1. INTRODUCTION

1.1:Part ONE:

Where are we Coming From? 2016-2020

For five years, NMJD implemented its strategic plan covering the grant period 2016 – 2020. The primary focus of the 2016-2020 strategic plan was to empower communities and strengthen civic leadership for accountable democratic governance in Sierra Leone, which is aligned to the priority area one (1) of its 25 years strategic direction - building of citizens' leadership and movements to inspire positive change and to demand public institutions to work in ways that are just, accountable and inclusive.

The Strategic Plan was carved out of three distinct but interrelated result areas which were considered as key focus to strengthening community empowerment and civil society leadership for accountable, democratic governance in Sierra Leone as well as human resource development. The result areas included the following:

Strategic Result Area 1: called for community organizing, mobilization, education and conscientization processes for action.

Strategic Result Area 2: dealt with the coordination, capacity building and engagement of civil society for internal effectiveness and external engagement for positive societal impacts. Civil society was targeted for self-regulation, accountability and for holding duty bearers accountable to citizens and for deepening democratic governance at all levels.

Strategic Result Area 3: called for the active engagement of NMJD with all its partners at both local and national governance levels to work for the transformation of society. As an addendum to these result area was the Organizational Learning, Development and change process, which focused on strengthening: Staff capacity/ human resource development for NMJD and its partners, in order to remains relevant in the development context in Sierra Leone and internationally; resource mobilization for self-sustainability; and Monitoring and Evaluation, Accountability and Learning (MEAL) for impactfulness and change tracking.

1.2: Activity Accomplishments and Impact

In this section, the plan presents NMJD's activities and accomplishments, impact/results, and outstanding interventions over the period 2016 through to 2020. The presentation is classified under the three strategic priorities:

Under Strategic Priority 1: Animating citizens' empowerment, leadership and movements to inspire positive change and to demand public institutions to work in ways that are just, accountable and inclusive; NMJD has

- Significantly contributed to the promotion of citizen's participation in governance and decision making processes through the formation of community democratic structures such as; Facility Management Committees (FMCs), Community Development Committees (CDCs) and Citizens Action Groups (CAGs);
- Facilitated dialogue between government and citizens on critical community and national issues playing a critical role in the formation of the Gender Equality and Women's Empowerment (GEWE)

policy. Taking the policy to another level, NMJD engaged parliamentarians across the country to enact it into law;

- Established and empowered community advocacy structures including:
 - CAG to mediate on cattle settlement issues
 - Mining advocacy platforms in (Kono, Bonthe, and Moyamba)
 - Community/chiefdom land committees in (Port Loko, Pujehun, Kenema, and Tonkolili)
 - Community Health Watch in Kono
 - District Committee for Community Legal Empowerment (DICCLE) in Kono
 - Community legal support committees.

For NMJD to reach this level of achievement, it was conscious of different distinct groups it needed to consider. They included (i) **our constituency**- project participants/ stakeholders or beneficiaries; people who have the need to organize, who can contribute leadership, can contribute resources and can become a new source of power; people who share common values or interests in what we did; (ii) **our competitors** - These are individuals or organizations with whom we shared same interest but not others. In some cases, we shared the same constituents; same source of support or face same opposition and (iii) **our environment**. In other words, the situation which affects our constituents.

Our constituency in this sector included:

The poor and vulnerable women, men, children and other marginalized groups in rural communities (e.g. women farmers, unemployed youths, persons with disability, artisanal miners, GBV survivors, traditional leader etc.) duty bearers, and government officials.

Our competitors

Our competitors in this sector include World Vision, Action-Aid, SEND-Sierra Leone, Movement for Peace and Development Agency (MOPADA), SILNORF, United for Peace and Human Rights (UPHR), Methodist Church Sierra Leone (MCSL), COME-SL, Partners Initiative for Conflict Transformation (PICOT), Movement for Rehabilitation and Rural Development (MORRD), COMIT and Act Foundation, Rehabilitation and Development Agency (RADA), CARITAS Makeni, Bo, Kenema, Freetown and Sierra Leone, Women for Action and Human Dignity (WAHD), Women's initiative Movement for Justice, Makeni Union of Youth Groups (MUYOG), DAAG, Mena Women Development in Action (MEWODA), and Women Forum for Human Rights and Democracy Sierra Leone (WOFHRAD-SL).

Our environment:

In Sierra Leone we are in an era of accountability, but the citizens do not have the confidence, information and skills to hold duty bearers accountable for their actions, which mostly results to poor service delivery and aggravating poverty. These duty bearers only have short term self-interest not the long term to reduce poverty. The duty bearers are so powerful that it requires the necessary skills and know how to engage them for any form of accountability.

Thus NMJD has to empower their constituents with the relevant information and skills to engage these duty bearers who operate at central, local government and the private sector level. Their voice need to be heard and responded to. These engagements will require them to understand that they need to be

accountable and responsive to the needs of vulnerable and marginalized people they are to serve for change to be sustainable.

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

Under strategic priority 2 - Strengthening civil society to effectively collaborate in representing public interests, justice and fairness: NMJD-

1. Has contributed to closing or narrowing existing wedge between CSOs and Government for effective engagement evidenced by the signing of a Memorandum of Understanding (MoU) between parliament and CSOs for joint actions, and the active participation of CSOs on tripartite MSGs, for example, SLEITI, RAI, VGGT, and TWG,
2. Established and strengthened CSOs structure and mobilized them demonstrated by the actions of NaARGEJ, LfL-Consortium, CSF, CMJ, BAN, NaCCLE and WOME.
3. Is playing a Leadership role on CSO platforms, for instance, the host of Land for Life (LFL) secretariat/convener, West Africa and Country Representative of KPCSC, and the lead for the NaARGEJ-network.
4. Performing Mentorship for CSOs by providing training for them and facilitating research,
5. Coordinated National and decentralized level civil society actions

Our Constituency in this sector Included:

Community Based organizations (CBO) in the community, Civil Society organizations (CSO) at the district and national level, Service Providers, Non-Governmental Organizations (NGO) national and international, Coalitions, Networks, Civil Society forums, Networks and Coalitions, Human Right Organizations at national level.

Our Competitors:

Our competitors in this sector included Campaign for Good Governance, Institute for Governance Reform, Centre for Accountability and the Rule of law, National Elections watch (NEW), Centre for Democracy and Human Rights (CDHR), Campaign for Human Rights Defenders International (CHRDI), Non State Actors in Public Financial management (NSA) etc.

Our environment:

Sierra Leone is witnessing increasing number of Civil Society Organizations in recent times. This increase is necessitated by the need to respond to social and economic problems, increased unemployment in public sector and the requirement of the environment.

A country's path to sustainable poverty reduction and economic prosperity depends on all actors: civil society, the private sector, and government. Civil society organizations have shown the courage to confront governments and businesses, and change the lives of millions in Sierra Leone. Civil society provides

a vital counterweight and essential partner to the expanding power of the private sector at the expense of governments, and challenge to what is often corrupt or unaccountable governance. It creates the space for debate and decision-making and nurtures a sense of community and self-reliance. With healthy community roots, civil society groups can mobilize a frontline expertise that outsiders lack.

Civil Society Organizations have to work hard to be relevant and to make real contributions to overcoming poverty and suffering. Given the on-going trends of economic growth, increasing inequality, widespread poverty and hardship, there will be a place for Civil Society organizations in years to come.

Most organizations would say they understand what it takes to be viable; however, based on experience the common answer to the viability question would be continued increase in income and improvements in impact. Being a sustainable organization means understanding the impact of what you do in terms of quality improvements, operational effectiveness, efficiency, as well as employee and stakeholder satisfaction. Being sustainable is about aligning all of the organization's resources for the best outcomes.

Under **strategic priority direction 3 - Strengthening responsive, inclusive, transparent & accountable democratic governance**: NMJD;

1. Initiated dialogue between government and CSOs and provided support and training, for instance,
 - facilitating multi-stakeholder taskforce on public disclosure to promote accountability in subnational payment and redistribution,
 - CSO engagement on SLEITI, MSG, CSO on MAB (CSO determined who should be on the MAB).
 - promoting inclusive and participatory legislative reform processes.
2. Increased accountability and decentralized local level-councils/chiefdoms actively contributing and providing support to local council development planning, facilitating the development of 18 chiefdom development plans,
3. Through contributing to the formation, training, and other necessary support, established and strengthened Community Development Committees.

Our constituents in this pillar included:

District stakeholders such as the local and the municipal councils, policymakers at district and national levels, Ministries Departments and Agencies (MDAs) and the private sector especially the mining companies.

Our competitors

Campaign for Good Governance, Institute for Governance Reform, Centre for Accountability and the Rule of law, National Elections watch (NEW), Centre for Democracy and Human Rights (CDHR), Campaign for Human Rights Defenders International (CHREDI), Non State Actors in Public Financial management (NSA), AADSL, WILDFRA, Centre for Democracy and Human Rights (CDHR), SILNORF, MADAM, World Hope, Action-Aid, Rainbow, Bombali District Human Rights Committee (BomDHRC), Community of Practice (COP).

Our Environment:

Sierra Leone has made some gains on the governance front over the years through the conduct of four (4) successful democratic general elections and enacted laws for freedom of speech and association. However, the governance systems at both the national and local levels are weak and, often insufficiently

accountable to citizens. Political participation by women and the non-elites is limited by the dominance of the two-party system and the centralization of power in the executive branch. Women face numerous constraints as political actors, including time constraints associated with family and household responsibilities, lack of financial support, safety and transportation issues that constrain their attendance at political meetings and campaign events.

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

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

Sierra Leone's renewable and non-renewable natural resources present an important potential to reduce poverty and suffering. So far, however, they have failed to improve the living conditions of poor people due to lack of accountability from government and international extractive companies related to management of natural resources. Transparency and accountability in natural resource management and income could significantly increase sustainable livelihoods.

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

Immediate Results/Outcome of NMJD's Intervention

Through the implementation of strategies and activities of the maiden strategic Plan (2015 – 2020), NMJD has achieved some significant results:

- 1.** Investment companies have begun national Public disclosure of subnational transfers – Community Development Funds, Agricultural Development Funds, corporate social responsibility services, and Surface Rent facilitated by a Multi-Stakeholder Task Force comprising of government, mining companies, and CSOs, which is an initiative pioneered and steered by NMJD. Regarding these

funds, community levels at the local and national level are sufficiently aware that subnational funds are meant for community development and not for individual or personal benefits.

2. Communities are now demanding proper accountability regarding how monies were utilized by the CDCs and other community structures/authorities receiving funds from mining companies for community development. The demand from the communities urged the Anti-Corruption Commission (ACC) to conduct a ten-day assessment on the systems and structures receiving and utilizing funds for community development in the Sierra Rutile mining operational area.
3. NMJD's intervention have ignited People with Disability (PWDs) to engage community stakeholders on the utilization of community funds to ensure they equally benefit from resources transferred to communities for development. Increasingly, these interventions have resulted to improved and cordial relationships between mining companies and NMJD. Once perceived as antagonists, Koidu Limited and the Paramount Chief of Tankoro Chiefdom invited NMJD to facilitate public disclosure on their activities in Kono.
4. Tangible development projects in mining communities from mining revenues including school and health facilities have been and are being constructed, and functional.
5. Communities, especially rural settlements have been and are being enlightened, and women, men, and marginalized groups are making informed decisions about issues affecting their communities; settling disputes among themselves; more women in decision making and leadership positions and participating in politics – Facility Management Committees, Village Savings and Loan Associations (VSLA) and School Management Committees (SMCs)

Challenges: The assessment showed that not all the planned or unintended plans were achieved:

1. The development of budget tracking and monitoring mechanism to monitor service delivery by MDAs was not achieved.
2. There was inadequate regular policy forum and public, private working group meetings.
3. Development of financial sustainability and fund-raising plans and bringing CSOs leaders together with business associations was also missing.
4. Strengthening of trans-national coalition and alliances of civil societies to represent the voice of the poor at regional level was weak.
5. Technology and innovation were inadequate.
6. NMJD's sustainable economic stability for self-reliance- social enterprise development was lacking.
7. Staff retention-challenge of resource limitation and overload of existing staff was challenging.
8. National socio-economic stability was threatening.
9. Programme sustainability- most interventions are project based.
10. Funding drought-not able to compete well within existing donor environment.
11. Internal control and due diligence - Integration issues,
12. Smart development intervention (living within existing governance context e.g., UN SDG).
13. Next generational development strategy anticipation - child welfare, climate, and innovation remained unattended.

14. Improve on the area of Monitoring, Evaluation, and Accountable Learning, though organization has been holding programme and team meetings to share information of various activities of the organization.

1. INSTITUTIONAL ANALYSIS

Part TWO

Where are we? The Present

2.1: Introduction: This section outlines in detail the strategic intervention pillars for the next strategic period of five (5) years. It is stated in alignment with the Vision and Mission, reflecting the context analyzed in the 25-year strategic Direction. It will serve as the programme guide for this strategic period highlighting creative mechanisms for implementing the activities of the intervention pillars. It starts with the stated Vision, mission and core values of the organization which is founded and driven by a simple practical dream, to see a Sierra Leone where basic rights of citizens especially those of the Economic, Social and Cultural Rights, are protected & promoted and justice is delivered to the poor and marginalized who are empowered to challenge the systems that keep them in abject poverty and injustice as follows:

Our Vision:

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

Mission:

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

Organizational Core Values

NMJD's organizational core values account for both the ethical standards and principles NMJD upholds and the programming approaches and methodologies that inform our operations.

2.2: Ethical Standards & Principles

1. Commitment to the transformation of society.

We believe in resilience, perseverance and motivation to work together in pursuance of genuine and progressive change in society.

2. Participation and inclusiveness at all levels

We believe in the promotion of a culture of inclusion and active involvement of all partners and stakeholders.

3. Mutual accountability and transparency

We recognize the importance of mutual accountability and transparency as a practice, which promote trust and commitment in pursuit of justice and development. We regard these as values

that NMJD is obliged not only to promote through its work and those it interacts with, but a culture to be role modelled for others.

4. Respect for the dignity of people

We recognize the dignity of every person and strive to listen to the views and opinions of others and promote and protect this dignity in all our activities guided by human rights instruments.

5. Gender equity and justice

We recognize the value of women's contribution to society and that this value has been demeaned and undermined for a long time. We thus seek to raise their status and empower them not only to be recognized, but to speak up and be heard. We believe that this can best be achieved by women, together with men, who are sensitive to and aware of the unequal treatment and injustice suffered by women. We commit to promote such instruments like CEDAW etc.

6. Self-determination

We believe that all persons have a right to self-determination and, as such, ensure that this right is promoted and protected in all aspects of our work.

7. Teamwork and collectivism

We believe that by working in teams we are able to support one another and thus create greater impacts in our work.

8. Reflection, learning and sharing

We believe in socio-cultural and economic transformation at all levels as the basic solution to poverty in Sierra Leone. We also believe that self-transformation among individuals is the force necessary to drive and achieve collective change. We therefore strive in all our activities to institute systems and practices, which promote reflection, learning and sharing as a vehicle to achieve social and economic change.

9. Mutuality in partnership

We believe in partnership as a strong means to realizing our mission and vision. We therefore believe that all stakeholders (primary and secondary) should be involved in decision-making and implementation of all NMJD's activities. "Mutuality in Development Cooperation" is our watch phrase.

10. Solidarity with the poor and those struggling for change in society

We believe in solidarity with all those with whom we think alike and remaining steadfast in our commitment to stand by the poor in their struggles to address the root causes of poverty and injustices.

11. Distinctiveness

The Network Movement for Justice and Development (NMJD) aspires to continue to be the vanguard for social change by facilitating the mobilization and organization of social movements and enhancing their capacity to engage at all levels for socio-economic, cultural and political transformation using innovative approaches and promoting alternative value systems.

In the next five years, NMJD will zero on the priorities categorized under the four pillars as indicated below:

2. Strengths, Weaknesses, Opportunities and Threats

Internally, NMJD conducted analysis of what is good about itself and has control over, the effect and how it could be further strengthened. At the same time, it analyzed aspects of the organization that needs improvement and within its control, the associated effect and how it can be improved. Further, NMJD discussed factors outside its control, but could positively enhance its performance if judiciously utilised, the effect and mechanisms to step up the benefits of these factors to the organization. Contrarily, the organization discussed factors outside its control that can negatively affect its performance and how it can affect it, if strategies are not put in place to mitigate its effects.

3.1: Strengths

3.1.1: NMJD is capacitated and has competent leadership It has knowledge in facilitation, civic and local government engagement, gender, influencing, networking, monitoring and evaluation. It also has knowledge, skills and experience in conflict transformation approaches; knowledge of civil society engagement with governance; knowledge of local government Act and policies; experienced in carrying out training in civil society management and policies, as well as knowledge in organizational development and the extractive industry. Has experience in engaging and influencing governance and public institutions, stimulating responsive governance, research, community, civil society participation in policy formulation and monitoring to name but a few.

Over the years, NMJD has acquired appreciable Knowledge in Natural Resource Rights and governance (NRRG), a valuable tool utilized to engage relevant players. With the appreciable knowledge in NRRG, NMJD has the ability to influence existing structures at local community, national and international levels on Natural Resource Governance. Through partnership, the organisation has the potential to strengthen existing NRRG structures at the various levels to enhance sustainability. Engagement based on evidence based advocacy with specific focus and consistency on key NRRG issues, and continuous community consultations, developing position papers, policy brief and press release for the attention of policy actors and other relevant stakeholders, the NRRG environment will improve to benefit communities, the GoSL and the investors.

It has a visionary leadership with a reputable board of advisors, very consultative in his approaches, determined, confident and firm in decision-making to improve the conditions for the poor and marginalized.

3.1.2: NMJD Has decentralized governance system from national, to regional, district and chiefdom levels: NMJD has established management structures through national, regional, district and community level including the board of Advisors, Senior management Team, District Management Team, organizational learning and development Team, Resource Mobilization Team, Monitoring Evaluation, Accountability and Learning Team, procurement Team and programme Management Team. The Programme Management Team can be strengthened through the re-introduction of regular

programme team meetings and effective information sharing and learning across programmes. Additionally, each Area Team Office manages and reports on donor funds they receive.

3.1.3: Committed staff with different competencies: Within itself, NMJD has the human resource capacity to count on moving forward in the next 5 years, a resource that needs further capacity enhancement by strengthening them to become experts in core areas such as MEAL, research, documentation and ICT management. Moreover, expertise could be outsourced from other institutions such as Action Aid, Voluntary Services Overseas (VSO) for NMJDs human resource to learn from their skills and knowledge.

3.1.4: Membership of different civil society platforms at national and sub-regional level: NMJD is involved in many networks and has been collaborating with many institutions both locally and internationally, creating space for itself in these national and international networks. Maintaining its space in these is dependent on quality representation and alignment of organizational programmes.

3.1.5: Long standing experience working with communities on issues of socio-economic justice, human rights, democracy and good governance:

NMJD is widely known for its knowledge and skills in advocacy, mediation, community empowerment (training, sensitization) and strengthening civil society. We collaborate with partners working on the same thematic areas (e.g. budget advocacy and expenditure tracking, Natural resource governance, women political & economic empowerment, economic justice, social accountability etc. The partners include INGOS, MDAs, Media Institutions, Donors, Other CSOs, CBOs, Social Movements and Community Structures. We engage in consultations and work with others to hold press conferences on policy issues and advocacy on public interest issues. We also work with others to do community organizing, animation and training of advocacy groups.

3.1.6: NMJD has appreciable staff strength and an office space in all regions of the country: NMJD has 54 staff including volunteers and has its operating offices in Kenema, Koidu, Makeni, Bo and Freetown. It has a wide coverage operating in almost every district across the country and its presence can be better felt with improved office space and its accessibility. The wider coverage can be conspicuous on completion of the Kenema Office building, expediting the construction of the Kenema Office and exploring the possibility of acquiring land for the construction of a national office in Freetown. NMJD has for a very long time inculcated the culture of volunteerism, an attribute that needs to be improved by establishing clear policy for volunteers and interns for a win-win situation; a win for the volunteer/intern and a win for the organisation.

3.1.7: NMJD is locally, nationally and internationally recognized and has good working relationship with all its partners: NMJD has good relationship with donor partners, local authorities, and community structures, a trust that should be maintained at both national and international levels. A healthy relationship with development partners will reinforce the credibility of the organization and improve its need based when appropriately channelled. Evidence based advocacy with recommendations, embarking on multi-stakeholder dialogue, prompt actions on feedback from stakeholders, being continuously transparent and accountable to the stakeholders, and inclusiveness of other stakeholders in project planning, monitoring and sharing of results will strengthen the relationship.

3.1.8: NMJD has a 25 years strategic Direction and other operational documents; through the Strategic Direction NMJD commits itself to the following 3 key strategic priorities:

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

Other documents include: 5 years strategic plan (2021- 2025) Financial manual, Personnel Manual, Gender policy, procurement Policy, Safeguarding policy, staff code of Ethics, Vehicle and Bike maintenance manual, etc.

3.2. Opportunities

3.2.1: Technology advancement: Sierra Leone is saturated with the presence of both print and electronic media and in recent years the social media, which NMJD should take advantage of. It would require reviewing the communication strategy to take on board new emergent media opportunities, training staff on modern online media platforms and improve on the media infrastructure of NMJD. A comprehensive mechanism should be put in place to monitor and respond to comments by people on the organization's online media platforms.

3.2.2: Funding availability in and out of the country.

Funding availability in and out of the country, which NMJD needs to explore and exploit to maximize its funding base. Maximising the funding base involves undertaking a comprehensive research to identify appropriate donors, their focal priorities by a well-established team to take lead on resource tracking and mobilization. Essential marketing strategy is improving on monitoring, documentation and publication of NMJD's successes or achievements. In existence are established partnerships, alliances and networks with other relevant stakeholders, which can serve a strong foundation for the formation of consortium around thematic issues to solicit funding. NMJD should strive to be in a strategic position through innovative integrated approaches in the implementation of these projects once funding is secured. NMJD should be strategic and aggressive in identifying and engaging more donor partners that might have interest in its work.

3.2.3: Government's willingness to work with civil society organizations:

The civic space with favourable laws and suitable environment exist that supports the work of NMJD, a space that should be expanded but maintaining a balance for it to be fair and objective. On several fronts, NMJD will follow up on the MoU, and commitments regarding the new NGO policy, and parliament - CSO partnership all geared towards nation building. All GoSL commitments to CSOs should be transcribed in the form of documented MoUs to continue to create and expand a favourable working space for CSOs.

3.2.4.: Nationally and internationally recognized: Around the globe are many national and international partners already in close relationship with NMJD. The partnership relationships need to be strengthened to solicit support from to fill capacity gaps in terms of knowledge, space and logistics. It will be more productive by employing mechanism for experience sharing in terms of report, best practices, and success stories on NMJD's work to share with these partners.

3.2.5: Donor partners are interested in working with the human rights and justice sector.

Our communities are learning from one another. We are joining forces to advance justice in our communities especially in the area of legal education and empowerment through support from human rights platform and donor partners

3.2.6: The laws of Sierra Leone and other international treaties to which Sierra Leone is a signatory legitimize citizens' engagement in the governance of the state.

In Sierra Leone the opportunity for inclusive development and responsive governance exists. Governments are willing to involve citizens in their decisions and in Public policies. NMJD has occupied the space to ensuring special opportunities are given to minorities and marginalized groups to make sure that all voices are heard and empowered to voice their concerns and hold their government accountable for issues affecting their communities.

3.2.7: Existence of strong civil society advocacy platforms and other community structures.

NMJD has the opportunity of establishing and supporting an informed, organized and empowered civil society advocacy platforms and other community structures that can engage stakeholders effectively and independently and working on ensuring equity, transparency and accountability at all levels as well as to monitor and hold service providers and duty bearers to account for their actions and inactions.

3.3. Weaknesses

3.3.1: Inadequate Personnel and technology skills

NMJD comprising of more project related than programme staff, recruited only when projects are available. Programme staff is limited, with no personnel for Information, Communication and Technology, Human Resource, MEAL, Quality and Compliance, Legal Advisor, Organisation Development, Governance, Gender and Fund Raising Experts. NMJD should explore soliciting support for integrated programming by district, regional or national level, focusing on long-term sustainable programme interventions. It would mean reviewing and standardizing recruitment and selection processes.

Skills and training Information, Communication and Technology (ICT) and MEAL, skills are critical to address trending challenges. The inadequacies are reflected in the quality of some of our reports and our low level visibility. There is the dire need for staff to be trained in these skills externally.

Compounded by the non - sustainable office internet which is unreliable for daily use, NMJD's website is not regularly updated and animated. Worse is the absence of any internet facility in the Bo, Kono, Kenema and Makeni offices. Effort to exploit virtual meeting opportunities and organizational E-card to facilitate E-commerce is piece meal.

3.3.2: There is no sustainable funding base: Related to programming versus project, there is no sustainable funding base. Projects are short-lived, social enterprise ambition not actualized, Resource Mobilization Team (RMT) yet to be realized, and low level commitment to organizational development. NMJD needs to hire a RMT Lead to be paid by a pool fund contributed by all offices, backed by effective internal control measures, and each office implementing a tangible sustainable enterprise project to support the development of the organization and own source fund.

3.3.3: Low staff motivation and staff Turnover: Motivation among a good number of the staff is low mostly due to remuneration, logistics, including working tools and related issues. Resources in project portfolio are limited and inadequate to motivate staff, with the assumption that management has courageously and effectively negotiated personnel condition with donors. It is necessary for personnel policy with reviewed salary and other emolument to be synchronized and shared with donors. Personnel condition of service needs to be negotiated at national level. Though not alarming, staff retention is a concern linked to the fact staff are contracted on project basis and the inadequacy to maintain the motivation of key staff. Restructuring and maintaining an effective Human Resource system is one way to improve the situation.

3.3.4: Ineffective HR management: In the absence of any standard human rights system demanding the human rights policy to be implemented is a critical weakness. In the absence of a HR manager, the role should be delegated to a suitably qualified staff from the senior management.

3.3.5: In complete Learning and Development Office in Kenema: The failure to complete and utilize the Kenema office is a major weakness, indicating the underutilization of existing facilities. In the future, own infrastructure upgrade in Kenema, Bo, Kono and Freetown could make a significant difference to the survival of NMJD. NMJD needs Strategic Business Management Plan to implement its enterprise ambition.

3.3.6: Over dependence on donor partners: In the absence of its own funding base or sources of income, NMJD is over dependent on donor partners, undermining its financial stability. The organization should move into action with fruitful revenue generation initiatives to step up its weak funding base. Due diligence and internal control system is also necessary to improve own resource base.

4. Threats

3.4.1: Shift in donor focus and priorities: Without informing the organisation, donor partners can stop their support at their will, especially with paradigm shift due to political, economic or change of priorities by international institutions like Oxfam. NMJD should diversify donor relationship and shift away from the practice of traditional donor dependency and initiating adaptive programming to stay alive and relevant.

3.4.2: New outbreak and spread of Corona Virus: Secured income stream is very limited with shrinking donor opportunities especially with the emergence of disasters in other countries and global emergencies bending the economic curve, for example the covid-19 outbreak and Russian invasion of Ukraine. This threat reawakens awareness that donor opportunity will end, and therefore to be prepared to encounter reality calling for sustainable independent source of own income.

3.4.3: Unhealthy Competition Among the CSOs: There is unhealthy competition in the midst of rigid donor criteria and extreme power imbalance and inequality within the development community. Development intervention matrices or focus are largely guided by donor regulations, for instance, staff salary are

determined by donors and fall below comparatively with country standard and cost of living. Implementing partners can hardly and on equal basis engage donors giving their weak resource base. Conscious, well planned, focused and strategic engagement with donor partners could mitigate the effects of this threat.

3.4.4: Limited political will: While the space appeared to exist for CSOs, cooperation from some government institutions and individuals is weak due to limited political will. Often there is considerable delay with legal reforms and consequently reluctant to take actions on critical matters, a clear example being the Sahn Malen communities – Socfin¹ relationship. Until this trend in the actions of government and government officials is reversed, there should be continuous advocacy.

3.4.5: Alleged high level of corruption within Natural Resource Governance (NRG): There is alleged high level of corruption within NRG, especially mining and extractive industry in the aspect of transparency and accountability. Issues such as beneficial ownership disclosure, transfer pricing, tax transparency, compliance with international, national and local laws remain unclear. The situation can change with continuous advocacy for the strengthened engagement on EITI and intensifying community awareness.

3.4.6: Alleged political sabotage on national development issues: With frequent parliament walkouts, alleged political sabotage on national development issues and toxic politics and political interference in development, the political climate can be described to be fragile and unhealthy. It demands carefully organized political engagement and comprehensive democratic audit.

3.4.7: Community Expectations not proportionate with project resources: The expectations of communities are disproportionate with normal project resources: high community expectation; high demand for livelihood intervention; poor infrastructure and endless community problems. Advocating for economic justice to increase subnational payments, promoting transparency and accountability in the computation, redistribution and utilization of sub-national payments; advocating breaking traditional barriers and promoting social accountability could improve the dynamics.

4: Strategic Intervention Pillars

Keeping in mind the current long-term strategy and operational context, NMJD intends to focus on the following programme areas;

1. **Accountable Governance** for resilience, leadership and movements for self-reliance and agency to demand public institutions to account for their stewardship. This calls for community organizing, mobilization, education and conscientization processes for action. This pillar also calls for the active engagement of NMJD with all its partners at both local and national governance levels to work for the transformation of society. It will promote advocacy for Equity and Justice for PWDs and other Vulnerable Groups including youth, women and children.
2. **Economic Legal Justice** for promoting poor people's right to access, manage and benefit from land and natural resources, mining and extractive industries by monitoring mining activities in light of

¹ Socfin is a large-scale agriculture investment company operating in the Pujehun district.

policies, laws and the use of revenue generated from extractives for the benefits of citizens (Land and Natural Resource Governance)

It also entails educating men, women and marginalized groups about legal implications, legal rights and obligations, and resolving legal problems and challenges faced by marginalized groups. Poor and marginalized men, women and youth in rural communities will be engaged in economic ventures such as microfinance, agricultural-swamp development, cultivation and vegetable gardening. It will also focus on Women's Political and Economic Empowerment and Life Skills for Women and Youth.

3. **Strengthening Civil Society** for public interest activism. This pillar deals with the coordination, capacity building and engagement of civil society for internal effectiveness and external engagement for positive societal impacts. Civil society is targeted for self-regulation, accountability and for holding duty bearers accountable to citizens and for deepening democratic governance at all levels. Specifically, they will focus on Social Accountability, Public Sector Service Delivery in the area of infrastructure, health and education, financial and organizational sustainability.
4. **Organizational Learning and Development (OLD) for** strengthening staff capacity/ human resource development for NMJD and its partners, to remain relevant in the development context in Sierra Leone and internationally; resource mobilization for self-sustainability; Monitoring and Evaluation, Accountability and Learning (MEAL) for impactfulness and change tracking.

5: The crosscutting Issues for These pillars are:

1. Gender Equality and Social Inclusion

NMJD's Gender policy aims at "providing guidelines for creating an inclusive organizational culture, ensuring that the concerns of women and men are given adequate considerations; that women and men have equal opportunities and rights to decision making and to participate and benefit from developmental programmes". The policy also captures the concerns of marginalized groups such as youths and persons with disabilities but particular emphasis is placed on women as they are most vulnerable and their representation and effective participation in all spheres of development is significantly lower than men.

The objective of NMJD's gender policy is to place gender justice and inclusion at the heart of its work; build capacity of CSOs and communities and raise awareness of gender justice amongst them; promote gender justice as a core issue in national development and demonstrate how we are making significant contribution through our communities towards a reduction in gender based violence (GBV)

2. Monitoring, Evaluation, Accountability and Learning (MEAL)

This is critical to our work because it:

- Is part of everyday programme management. It is critical to the success of our programmes.
- Helps us to *learn* what does and does not work, and adapt our programmes in light of what we find;
- Helps us to *improve the effectiveness* of our interventions
- Helps to *strengthen accountability*, allowing us to give account to, take account of, and be held accountable by our stakeholders

- Demonstrates the *results* of our work and that of our constituents.

Above all, in the development sector, there is a shift from:

- focus on monitoring and evaluation for projectized donor reporting and compliance
- towards a cohesive, consistent and continually learning and accountability focussed organization

3. Power Relations

We all have multiple identities and they deeply affect how likely we are to have power over our lives. This is determined by gender, disability, age, ethnicity, religion and sexual orientation. Therefore, programme design will be informed by analysis of power and gender dynamics including in joining with other forms of discrimination in order to be more positioned in targeting vulnerable groups and individuals.

4. Evidence- based Advocacy

Since its inception, NMJD has been advocating through evidence gathering which involves largely research and documentation. These have helped to strengthen links between evidence and advocacy efforts especially in the mining sector.

During the next five years however, NMJD will require training which will enhance staff skills in policy research methodology, policy analysis, data collection techniques, research report writing, and documentation as well as provide staff with requisite knowledge, skills and techniques to effectively engage a broad range of stakeholders to influence policy-making processes at local, national and international level. Staff's capacity will be built in how to adopt the appropriate methodology and apply the right techniques to enhance their research work while deepening their knowledge and skills in policy engagement.

5. Climate Change and Livelihoods

In the last decades, recurring natural disasters, like floods and heavy rains, have hit the country hard and caused large-scale landslides which destroyed the livelihood of hundreds of people and cost some of them their lives, like that one on August 14th 2017. Climate change is caused by human activity. In all it has to do with the exploitation of nature. In Sierra Leone, deforestation occurs around cities, forest reserved and mining settlements. Big rivers are destroyed, devastated and polluted. All of these are resulting in big problems for the people living in Sierra Leone. The deforestation also contributes to the situation of recurring natural disaster like flooding and storm. Highly educated people, politicians, physicians – and the working class, know very well, that climate change is happening and how it is affecting us. But the majority of Sierra Leoneans especially rural men, women and youth do not know much about the climate change and how it is impacting on their lives.

The NMJD 25 Years Strategic Direction maintains that INGOs, NGOs and governments are collaborating to addressing issues of the climate change. It also maintains that the Environment Protection Agency is expected to monitor and reinforce policies for addressing environmental issues appropriately. But that the agency is severely underfunded. Considering its low level of development, and capacity to copy with the extreme events, the strategic direction points out that the country is very vulnerable to the adverse effect of climate variability. And that a well--resourced and implemented strategy and action plan will contribute to mitigating the increasingly devastating impacts of climate change on local livelihoods and the national economy.

6. Safeguarding

According to the general principles of NMJD's Safeguarding policy, safeguarding relates to the action taken to promote the welfare of children and vulnerable adults and to protect them from harm.

It therefore holds that all staff should have a basic awareness of safeguarding issues. This includes:

- i. **Alertness:** Being alert to the possibility of abuse and neglect
- ii. **Knowledge:** Having enough knowledge to recognize an abusive or potentially abusive events or set of circumstances
- iii. **Focal Person:** Knowing who in the organization to raise concerns with.
- iv. **Competence:** Being competent to take the appropriate immediate or emergency action.

In all its projects and programmes, NMJD works directly or indirectly with children and young people and takes responsibility to promote the wellbeing and safety of all people it comes into contact with irrespective of the sex, age, socio-economic and political status and orientation. Ethically, NMJD does not believe in a person experiencing physical, emotional, sexual abuses or neglect of any kind.

Therefore, it is committed to practicing ethical standards and principles which protect children and vulnerable persons or marginalized groups from harm. It will continue to ensure that appropriate action is taken where a child or vulnerable person is experiencing harm or is at risk of harm. NMJD will ensure safeguarding is embedded in the organizational practice and culture, be zero tolerant on safeguarding issues.

Part Three

Where Are We Going: 2021-2025?

3.Contextual/ Situational Analysis and Trends

In the context analysis, NMJD carefully selected five broad thematic areas that have significant linkage with their operations: Political and Human Rights; Health and Sanitation and Emergency/Disasters; Technology and Innovation; Human Development; and Socio-Economic and Environmental. Under each theme, NMJD discussed the things that have or are happening; the implications for work of NMJD and what the organization could do about the implications.

3.1:Political and Human Rights Context

Over the years, encouraging developments have taken place that is healthy for improving the political and human rights environment. More than ten laws or acts considered inimical to a healthy environment have been expunged from our constitution or positively revised to match emerging trends. Among these are the: abolition of death penalty; seditious libel law of 1965 (public ordinance); ongoing review of the Political Parties' Registration Commission (PPRC) Act to give the PPRC enforcement powers; review of Anti-Corruption (ACC) Act of 2018 with a separate court assigned to speedily deal with associated cases; development of the Gender Equality and Women's Empowerment Bill; review of the Sexual Offences Act of 2019 and the setting up of the Sexual Offence Court; review of the National Electoral Commission (NEC) act; review of the Mines and Minerals Act (MMR) Act of 2009 and National Minerals Agency (NMA) Act of 2012; formulation of the Lands Commission Act 2021 and Customary Lands Act 2021; and the review of Environmental Laws. An important policy is the 30% quota assigned to women in political and governance structures.

The reviews and enactment have not had the corresponding effects on the political environment. Politics continue to be characterized by violence within and among political parties, especially the two leading entities, the All Peoples Congress (APC) and the Sierra Leone Peoples Party (SLPP). The Human rights abuses and injustice is assessed to be on the increase, coupled with hate speech on the social media. Internally, the mainstreaming of democratic practices in the political parties is limited. There is a semblance of openness in the electoral processes making it easier for the detection of electoral frauds, especially with the remarkable increase in the observation of these processes.

On the downside, recommendations in the revised acts are not reflective of governance systems in the country, for instance, the conduction of the midterm census. In several instances, the views of the people during consultative engagements are mostly not incorporated in the final drafts of the acts, for example, the local government act. The finalization of the 1991 constitutional review is yet to be completed. There is glaring weakness and shortfalls from the side of the (GoSL) in the implementation and monitoring of laws and policies observed to be ineffective. Most often, relevant related institutions to these processes are left out and important to mention are the Law Reform Commission (LRC) and the Parliamentary Committee on Government Act.

Implications for NMJD

The prevailing political and human rights context have implications for the operations of NMJD: it limits NMJD's interventions across the country influencing the poor outcome of its intervention and making the organisation's work appear to be difficult and irrelevant. This is especially the case when the recommendations of citizens are not reflected in the final acts, for instance, in GEWE Bill, and the Mines and Minerals Act

What can we do?

The political and human rights context creates the space for NMJD to continue its advocacy, engaging and lobbying with government for the implementation of citizens views in revised documents. NMJD will continue mobilizing CSOs to strengthen coalition and networks for effective advocacy and support the operation of citizens and enforce CSOs dialogue with more inclusivity & follow up. In this circumstance, NMJD will identify and create direct contact or link with institutions charged by law to roll out the review of the laws or implement the revised laws. The actions will also involve the empowerment of women and youth.

For the purpose of monitoring changes over time it is evident that NMJD has contributed to establishing the National Civil Society Forum with membership across the districts. Each of the 16 administrative districts has a designated focal person with at least 15 registered members. These networks can take up advocacy, support the operations of citizens and engage government for inclusive governance. However, NMJD will have to establish data on all government institutions charged by law to roll out the revised laws.

3.2: Health, Sanitation and Emergency/Disasters.

In the health sector, a directorate of health, security, and emergencies, responsible for providing public health emergency preparedness leadership, security, technical, situational awareness and advice at the national level has been established. It is expected to work in partnership with other organizations to protect the public. The one health national emergency risk communication is another initiative within the health

sector. Private Service providers are being partnered with to improve the health system in the country, for instance, NEMS is responsible for deploying and operating ambulance services across the country. A separate entity is also hired to ensure the judicious distribution of drugs to District referral hospitals, and in recent times a drone.

The health systems continue to grapple with critical gaps: the infrastructure, despite efforts by the government and its development partners is inadequate and in some cases not appropriate and even worst at rural and hard to reach communities. The Free Health Care Initiative drugs are hard to come by, and when they get to the facilities they are misappropriated. The Facility Management Committees (FMCs) designed to track the appropriate running of the facilities do not exist in most communities, and where they exist, they are not effective and efficient.

Implications for NMJD

NMJDs intervention is geared toward improving the holistic wellbeing of people living in Sierra Leone including healthcare and other basic social services. The appropriate and necessary division within the Ministry of Health and the emergency is an achievement on the part of NMJD. On the other hand, the cracks in the health sector – inadequacy of the infrastructure, the pillaging of necessary drugs and other medical supplies meant for citizens, is an indicator that NMJD has not been satisfactorily successful in strengthening the capacity of community structures, for example, the FMCs to effectively perform their roles and responsibilities.

What Can NMJD do about it?

NMJD has to continue to build citizens groups and partnership at community level. The Network's intervention should go beyond building these structures, but ensure these structures are adequately strengthened to perform their intended roles and responsibilities, primarily expecting the communities, through these structures to own up the running of these facilities. Owning the facilities would involve the facility management groups to hold public officials accountable including those responsible for the delivery of services in health divisions and at the facility.

Simultaneously. NMJD should continue its advocacy strategy at district, regional and national levels including Parliamentarians and strategic parliamentary Committees to mobilize the necessary resources for the improvement of health infrastructures. It would also involve effectively monitoring health facility infrastructural developments through the enhanced civil society groups.

NMJD's health interventions is limited to Nimiyama, Nimikoro, Gbense and Gorama Kono Chiefdoms focusing on awareness raising on citizen's health rights, health infrastructural development through community driven initiatives, monitoring drug supplies and undertaking joint actions with Health workers. NMJD has established and supporting Community Health Monitoring Volunteer Groups in all 12 Peripheral Health Units in Nimikoro Chiefdom and two paralegals centres in the other 3 chiefdoms. The paralegals are working with Community Action Groups members in clustered villages. These are closely working with health workers to improve health service delivery in the respective chiefdoms. What NMJD is not doing is national level advocacy for improved health service delivery as well as scale up its work in other districts or communities.

3.3: Technological Trends

Technology is gradually being developed in the country. About 2016/2017, the fibre optics reached Sierra Leone and work has since been going on to extend the facility to other parts of the country. It is expected once fully established, to significantly enhance information technology within and with other countries across the globe. The Government of Sierra Leone has, in an effort to accelerate science and technology, set up the Directorate of Science, Technology and Innovation (DSTI). This development in the country's technological context has seen, though to some limit the development of animated, effective, real-time website; increased access to sustainable and reliable internet, opportunity for digitalized Monitoring, Evaluation, Accountability and Learning (MEAL) system; real time virtual interaction such as zoom, MS team, skype, e-commerce and E-tech solutions.

What has not happened?

Process with the expansion of the fibre optics is at frustratingly snail pace, and most regions, if any is yet to have the facility. Even in Freetown, citizens are yet to get the benefit of the fibre optics, as most public and private internet services have not been effective. The DSTI's value addition has been widely spread, and not even every public entity has had access to its potential. Given the importance of technology as prerequisite for national development, its pace of development urgently needs to be increased, expanded and has to be cost effective and affordable. The status of technology is translated in the low skills and knowledge among citizens in the application and maintenance of technological equipment and facilities.

Implications for NMJD

The inadequacy in the improvement of the technology is directly reflecting on the IT capacity within NMJD and many other private and public entities. As a result, processing and distributing reports is at times slowed down which do tell on the quality as well. The status of technology in the country slows down communications within and between the organization and its partners. Human resources within NMJD to appropriately utilize technological equipment and facilities is very minimal. Certainly there is need for improvement in technological skills within the organization and among its partners at every level.

What Can We do?

Technology improvement within NMJD and among its partners is a high priority to continuously be among advocacy CSOs. The role NMJD is playing depends on real time and evidence based data; its packaging and propagating using the appropriate technical channels. For example, NMJD has website, Facebook, and twitter accounts. It has established a social forum/ WhatsApp group through which staff report on daily basis programme progress and value added activities. However, its internet facilities especially in area offices are weak. Communications gadgets for example, cameras are inadequate in the area offices except in Freetown where the M&E officer is using sophisticated communication Gadgets. These technological equipment and facilities need to be available at every district office of NMJD with the adequately trained and experienced staff to have the desired advocacy impact. Similar knowledge and skills should be transferred to its partner CSOs to be more effective and efficient in its advocacy work. Obviously, NMJD is required to research and identify gaps in the national technological development and lobby and advocate targeting relevant stakeholders to fast track developments in this area.

3.4: Human Development

Human development has been on top of the development agendas of successive governments contributing to progress in this direction. After the 2018 elections, human development gained additional momentum with the declaration of Free Quality Education, urging every child of school going age to attend school from primary, through to secondary level free of costs, with school fees paid by the GoSL for those children attending government and government assisted schools. Textbooks in core subjects were provided as well as school feeding in some schools especially those in remote communities. Figures from the ministry of Finance shows that 22% of the 2021/2022 national budget is allocated to the Ministry of Basic and Senior Secondary School Education (MBSSE). According to the figures from MBSSE, 2.5 million children are now attending school, with thousands of teachers recruited. Hundreds of schools have been rehabilitated or constructed to accommodate the surge in the number of pupils.

At tertiary level, policy states that students pursuing studies in Sciences, Technology, Engineering and Mathematics (STEM) are excluded from paying fees. Similarly, children of teachers that have been in the field for minimum of 10 years are excluded from paying fees. The GoSL is at an advanced stage of introducing loan scheme, which students who cannot afford can access. Several colleges have been upgraded to the level of universities and new ones are being constructed, one at Kono and another in Bonthe.

What has not happened?

The curriculum is still skewed towards academic and white colour jobs, producing hundreds of graduates every year without space in the job market. Skilled human resource in the middleman power cadre is inadequate creating the need for the importation of personnel from other neighbouring countries in the sub region to fill the gaps.

The infrastructure to respond to the surge in the number of pupils attending school is inadequate and some schools continue to embark on the two-shift system, which the Free Quality Education (FQE) had planned to abandon. Moreover, some of the institutions have refused to abide by the dictates of the FQE, with some asking parents to pay exorbitant fees for admission.

Implications for NMJD

Developing the human capital will be an opportunity for NMJD, which in its advocacy efforts engaged persons in the transfer of knowledge. The more developed the citizens, the simpler, easier and faster the comprehension, the organization of communities, and the transfer of knowledge. In the Free Quality Education, it is acknowledged there are gaps in the implementation of the policy itself from the side of the GoSL and those that are supposed to implement the policies. For NMJD, it means citizens, which are empowered in its advocacy interventions continue to be denied and deprived of the FQE.

What can we do about it?

Three important things NMJD can do about the trends in the human development: as part of its advocacy strategy, the critical role middle man power could play in national development needs to be projected for appropriate actions; also, the organization is positioned to increase awareness about the details of the FQE among the citizenry; thirdly, the citizen's groups should be prepared to jealously follow up on the implementation of the policy and its effective monitoring.

3.5: Promoting Women's Initiatives

In Sierra Leone, rural women are particularly affected by poverty, a situation aggravated by the Ebola epidemic and Corona Virus Pandemic. They do not have economic security due to diminishing access to land, lack of property rights, and their inability to access services, such as extension and credit. Illiteracy, combined with an ingrained sense of stereotypical roles and responsibilities, have left many women without the confidence to become leaders or involve in governance. Harmful traditional practices, for example early marriage, teenage pregnancy and Female Genital Mutilation/Cutting (FGM/C) increase the vulnerability of women and contribute to their discrimination.

Today international law and norms broadly advocate for gender equity in decision-making and political participation, as outlined in documents such as the "Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), and UN Security Council Resolution 1325 on Women, Peace and Security". More recently, the UN General Assembly in a Joint Declaration on "Advancing Women's Political Participation" declared, "women's political participation is fundamental to democracy and essential to the achievement of sustainable development and peace".² However, most countries are a long way from achieving the standards laid out in international codes. Sierra Leone is no exception, with structural discrimination against women entrenched across all levels and institutions of society, inhibiting their significant participation in public life and in decision-making.

Despite efforts by national and international organizations, demonstrating the enduring power of social norms, low representation of women in decision-making positions at both the local and national levels is a huge challenge, particularly if Sierra Leone is truly committed to empowering women and achieving gender equality.

What does this mean for NMJD?

Issues of inequalities cut across gender, physical status, socio-economic status, and geographical locations both rural and urban. In order to ensure that women are fully aware and utilises their leadership and their power to, power with and power in the next five years, there is need for NMJD to promote the inclusion of young women and girls in decision-making to help them become assertive and negotiate healthy relationships within their communities.

What can we do about this?

NMJD will continue to research on barriers to women participation in economic activities, decision-making and political governance, advocate for increased space and voice of women in decision making and political governance and link women groups to financial institutions and support. Additionally NMJD should advocate for the localization of the Gender Equality and Women's Empowerment (GEWE) policy and facilitate the developing of customary code of practice/principles for the participation of women at national and chiefdom level decision making processes.

3.6: Promoting Youth Initiatives

²United States Department of State, Bureau of Public Affairs (2011). *Joint declaration: On advancing women's political participation*. Retrieved from website: <http://www.state.gov/r/pa/prs/ps/2011/09/172735.htm>

For young people³, Ebola and Corona have had a particularly grave impact. Before the outbreak it was estimated that up to 70 percent of youth in Sierra Leone were unemployed – many lacked essential skills, including literacy and numeracy, to find employment, whilst others struggled in a country with severe job shortages and under-developed industries. With schools and educational institutions closed for almost a year and many businesses shutdown during the outbreak, the implications on youth are appalling. It could be recalled that youth unemployment and disengagement was a key contributing factor that sparked and sustained the eleven-year Civil war. Therefore it is essential that young people are supported 'post-Ebola and Corona' to gain the skills and experience needed to secure employment and contribute to the positive socio-economic development of the country. The lack of meaningful employment opportunities and high youth population in the regions is resulting in increasing levels of anti-social behaviours, including crime, and breakdown of moral standards, marked increase in gender based violence.

What does this mean for NMJD?

In Sierra Leone's diamond rich communities, the prevalence of youth engaged in artisanal diamond mining is high. Without large capital input, securing a sustainable income from this laborious job is difficult; this is having a devastating impact on those engaging in the work. For NMJD, youth unemployment and underdevelopment is critical. It affects NMJD's resource mobilization drive, high human right abuse; inflation will be also an issue.

What can we do about this?

Network Movement for Justice and Development (NMJD) should scan the youth sector in the country and based on the outcomes determine whether to revive its Youth Empowerment Programme or setup a unit/programme to monitor the implementation of the National Youth Policy and also mentor youth serving organizations and coalitions to provide them knowledge and skills to transform them become effective contributors to the country's development. They can explore how youth can gain life skills in technology, electronics, Agriculture and construction etc.

³ The Government of Sierra Leone defines young people as those aged between 15 and 35

Development Goal: Improved citizen's power and leadership so that they can demand public institutions to respond to their socio-economic and political rights and to become self-reliant.

SPECIFIC OBJECTIVES	Assumption of Change	Initial Strategies worth trying to contribute in making this change happen.	Indicators to show Strategies have worked
<p>SO1: Enhanced citizen's leadership in communities to recognize and express their own power and agency for creating positive change using their own assets and to demand public institutions to be responsive to the needs and aspirations of Citizens.</p>	<p>When citizens' leadership in communities is improved, they would recognize and express their own power and agency for creating positive change. They would also have the space to actively participate in national development where they would become keen and interested to use their own assets for development and hold their leaders to account for their actions and omissions.</p>	<ol style="list-style-type: none"> 1. Build solid constituencies within communities (citizen-rooted) 2. Prepare citizens (educate, mobilize and organize them) to be agents of their own development through the ABCD Pilot work for resilience, empowerment and active agency i. Facilitate workshops for a cadre of women, men & youth to 	<ol style="list-style-type: none"> 1. Number resilient and accountable leaders and citizens created in communities and are capable of addressing their problems using Asset-Based Community Development (ABCD) approach. 2. Number of enlightened and proactive citizens groups holding government to account from an informed position 3. Number of diversified and

		<p>become knowledgeable and skilled in ABCD approaches and the training of others in ABCD</p> <p>ii. Develop a mechanism for a Community Development Investment Fund so the selected pilot communities can receive (minimal) support for implementing their own ABCD initiatives</p> <p>iii. Coach, monitor and gather lessons learned from ABCD Pilot involvement in communities</p> <p>3. Demand accountability from duty bearers (Central government, local councils, development partners, private sector etc.)</p>	<p>sustainable livelihood activities practiced.</p> <p>2. Service delivery at the health and educational levels.</p> <p>3. Number and the level of participation of youth, women and PWDs in natural resource and political governance.</p> <p>4. Level of probity and adherence to laws and policies in the</p>
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			<p>land and mining sectors.</p> <p>5. Number of resilient communities in the face of outbreak, natural or man-made disaster.</p> <p>6. Level of respect for rights of communities and remedial measures in place.</p> <p>7. Evidence of public interest activism by CSOs at national and district levels taking place.</p> <p>8. Number of disasters at community level.</p> <p>9. Level of performance of NMJD staff to deliver.</p>
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			<p>10. Level of revenue planned to be generated by RMT achieved.</p> <p>11. Extent to which NMJD is visible, active and serving as reference point by CSOs and partners.</p> <p>12. Extent to which NMJD stories of change are tracked, documented, shared and used for further planning.</p>
<p>SO2 Credible, legitimate and coordinated civil society that works in collaboration and partnership between multiple CSOs and other actors to develop a Sierra Leone that demonstrates fairness and justice.</p>	<p>It is assumed that a coordinated Civil Society that is credible, legitimate and works in collaboration and partnership between multiple CSOs and other actors can develop Sierra Leone through the demonstrates of fairness and justice.</p>	<p>1. Action-oriented learning and engagement process for Pilot Communities and civil Society organizations using ABCD and Social Accountability approaches and tools</p> <p>2. Development of a watchdog mentality within organizations of broader society to keep each other and</p>	<p>1. Existence of pro-poor policies, laws and regulations</p> <p>2. Evidence of national and district budgets addressing needs and interests of Women, men, youth and PWDs.</p>

		<p>government accountable</p> <p>3. Capacity building to research and critically analyse evidence and engage in debate and learning concerning (a) the roles of all citizens in the popular, public and private sector and (b) appropriate development initiatives and alternatives for Sierra Leone</p> <p>4. Capacity Building for a Refreshed civil society through</p> <p>5. Courses at Coady, graduates of those courses trained as trainers, and then delivery of courses in Sierra Leone at L&D Centre</p> <p>6. Organize CS summits/National Social Forums to develop alternative frameworks, policies and systems for more effective accountability in CS and governance</p>	<p>3. Evidence of accessible, just and affordable judicial and remedial systems at all levels.</p> <p>4. Number of strong and reputable CSO platforms established and operating in alliance with its partners and serving public interest.</p> <p>5. Evidence of improved programming and documentation.</p> <p>6. Existence of pilot communities and civil society organizations using ABCD and social accountability tools</p> <p>7. Number of national social</p>
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			Forums / Summits organized.
<p>SO3: Responsiveness, accountability and inclusivity of local and national government structures improved, reflected in policies and an enabling policy environment that supports greater equity in society.</p>	<p>When the local and national government structures improve, responsiveness, accountability and inclusivity will increase and that will reflect in policies and enabling policy environments that supports greater equity in society.</p>	<ol style="list-style-type: none"> 1. Local / national level audits and participatory alternative budgets and plans to develop peoples' budgets at different levels 2. Values-based leadership education (e.g. taking the values from the constitution – unity, freedom, and justice – and really going deep in what they mean and how individuals and democratic structures can be held accountable for them) 3. Learning, Reflection & Sharing sessions bringing people from all sectors together to learn lessons and involving learning from others i.e. Egypt, Brazil, India etcetera 4 National: Focusing on CS social accountability work with MDAs (here 	<ol style="list-style-type: none"> 1. Number local and national level audits and participatory alternative budgets and plan 3. Existence of value- based leadership education training manual that reflects values from the constitution and accountability structures. 4. Number of Learning, Reflection & Sharing sessions organized and lessons learnt 5. Number of civil society accountability engagement

		<p>regional inputs might be facilitated)</p> <p>5. Partnership Development workshops</p> <p>6. Resource library, copying, newsletter facilities enhanced, and radio work of NMJD expanded (e.g. mobile phones) to share information and encourage learning</p>	<p>forums with MDAs.</p> <p>6. Number of partnership development workshops</p> <p>7. Existence of a resource library</p>
<p>SO4: Strengthened citizens that analyze and engage stakeholders in the Economic Legal Justice Sectors through evidence based coordinated advocacy and public awareness to enhance compliance with the policies, laws and agreements in the sectors</p>	<p>Compliance with policies, laws and agreements in the economic legal justice sector is enhanced when civil society is strengthened and has the ability to analyze and engage stakeholders/ duty bearers through evidenced based coordinated advocacy and public awareness.</p>	<p>1. Monitoring mining activities in light of policies, laws and the use of revenue generated from extractives for the benefits of citizens.</p> <p>2. Facilitate dialogue between Civil Society and duty-bearers at community, district and national level in order to ensure fair share of resources that benefits the general citizens.</p> <p>3. Educating men, women and marginalized groups about legal</p>	<p>1. Number of policy researches conducted in the extractive sector</p> <p>2. Community projects prioritized and funded through Extractive Industry resources specifically targeting women and youth.</p> <p>3. Communities (men, women and marginalized groups)</p>

		<p>implications, legal rights and obligations, and resolving legal problems and challenges faced by marginalized groups.</p> <p>4. Poor and marginalized men, women and youth in rural communities engaged in economic ventures such as microfinance, agricultural-swamp development, cultivation and vegetable gardening.</p>	<p>know the laws, use the laws and shape the laws.</p> <p>4.% Poor and marginalized men, women and youth in rural communities engaged in economic ventures</p> <p>4.1:% of Poor and marginalized men, women and youth in rural communities engaged in economic ventures with savings account.</p>
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