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ed their signatures:

NETWORK MOVEMENT FOR JUSTICE AND DEVELOPMENT(NMJD)

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FIVE YEAR STRATEGIC PLAN

2016 - 2020

Contact

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PREFACE

This is the first five-year Strategic Plan carved out of the twenty-five year 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, 2016 – 2020, which follows 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 2016 after the formulation of the long-term 25-year Strategic Direction. With the support of Oxfam-Ibis, the Think Africa Institute Consultancy Services was hired to help complete the process. The process involved internal and external consultations with key stakeholders at various forums. 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-Mojjueh (From the Board Chair)

ACKNOWLEDGEMENTS

The development of the NMJD Strategic Plan covering the period 2016-2020 followed an all-inclusive and participatory process which included desk reviews of existing policy documents and other relevant publications; several workshops and discussions on the various strategic priorities, themes and consultations with Board of Advisors and management staff.

The Board and Senior Management wish to acknowledge and thank:

- The Learning and Development Team that took the work with commitment to get this process to a very productive and admirable conclusion.
- OXFAM-Ibis whose financial assistance, administrative and logistical support made this exercise possible.
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The two consultants, Olufela Adeyemi and Simon Tsike-Sossah, for their facilitation of the strategic planning process and guidance provided in conceptualizing the approaches and issues contained in the plan.

EXECUTIVE SUMMARY

This document describes NMJD's preferred framework and approaches to bridging the gap between the present economic, social, cultural, environmental, technological and political trends and situations and the desired future. The gap in the context presents a unique challenge for NMJD, its partners and beneficiaries. Therefore, to enhance its ability to adapt to and manage well consequences of the change in context, the strategic direction is informed by a review of the operating context in Sierra Leone; to assess evidence of change in the environment and build the understanding of the impact of the change on the organization's work through programme implementation experiences, strategy review workshops facilitated by "Think Africa Institute", contributions by key stakeholders and various conversations with Management.

The strategy encapsulates NMD's aspirations about the future of Sierra Leone in the next 5 years. It presents the focus areas of the work of NMJD, what it wants to see in Sierra Leone in the next 5 years and what it will contribute in the next 5 years together with its partners and allies to support national development.

The primary focus of the 2018-2022 strategic plan is 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 carved out four distinct but interrelated result areas that are 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. These are:

1. Community Empowerment 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.

2. Engaging Local and National Governance Structures and Systems to be responsive, accountable, and inclusive. This pillar 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.

3. Strengthening Civil Society for public interest activism. This strategic priority 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.

4. Organizational Learning and Development (OLD). This pillar focuses on strengthening: Staff capacity/ human resource development for NMJD and its partners, in order to remain 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

On the whole, the strategic plan is divided into 9 major parts. Part 1 describes the introduction and background highlighting the general overview, country context, environmental scanning and organizational development. Part 2 looks at the theory of change analysis which deals with the barriers, inputs, activities, outputs, intermediate outcomes, strategic pillars and change matrix. Part 3 focuses on partner donor priorities and feedback. Part 4 and 5 describe the strategic objectives, operational plan, leadership, governance and management. While the remaining parts highlight, SWOT analysis, budget and financial management- management of funds, fund raising and internally generated funds; monitoring and evaluation of the strategic plan; recommendation and conclusion.

1. INTRODUCTION AND BACKGROUND

GENERAL OVERVIEW

BACKGROUND

As a human rights-oriented civil society development and advocacy organization, NMJD is present in 12 out of the 16 administrative districts with functional offices in Bo, Kenema, Makeni, Koidu and Freetown. It is registered with the Ministry of Finance and Economic Development as well as Corporate Affairs Commission. In Sierra Leone it is a founding member of the Sierra Leone Association of Non-Governmental Organizations (SLANGO), the Civil Society Forum-Sierra Leone (CSF-SL), National Elections Watch (NEW), Budget Advocacy Network (BAN), and the Natural Resource Governance & Economic Justice Network (NaRGEJ), and the National Forum for Human Rights (NFHR). Outside of Sierra Leone, NMJD is an active member of the Mano River Civil Society Natural Resource Rights and Corporate Accountability platform (MRU CS Platform); African Initiative on Mining and Environment (AIMES), International Alliance on Natural Resources in Africa (IANRA).

NMJD is well positioned to work in partnership with different players with national, regional and continental movements, coalitions and networks including inter-country alliances and cross border civil society networks as mentioned above. Additionally, NMJD has experience in engaging with government on issues of natural resources governance, service delivery (health, education and food security), corruption, youth empowerment, women empowerment and gender justice, and as well as disability and local governance, human rights and peace and related matters. In pursuit of these issues, NMJD has collaborated with government and international development agencies on many instances including the Negotiation for Peace

in 1999 (Lome Peace Accord), the Transitional Justice Systems (TRC, SCSL), establishment of the Human Rights Commission for Sierra Leone, the Sierra Leone Conference on Transformation and Development (SLCTD), Agenda for Prosperity (Pillar II), Open Government Partnership (OGP), the Sierra Leone Extractive Industries Transparency Initiative (SLEITI), the Anti-Corruption Commission (ACC) and natural resource governance reform processes.

NMJD has a 25-year strategic Direction which encapsulates our aspirations about the future of Sierra Leone in the next 25 years with the following priority areas:

- Building of citizens', resilience, 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 **public interest issues, justice and fairness**.
- Strengthening **responsive and accountable democratic governance**

Currently, the Network Movement for Justice and Development receives the bulk of its funding through grants provided by external donor partners, specifically the Canadian Catholic Organization for Development and Peace (CCODP), Ibis (now Oxfam), Christian Aid, Medico International, Irish Aid, Trocaire, DFID (through Coffey International) and USAID (through World Vision International and Funds for Global Human Rights (FGHR)). A meagre revenue is also raised internally (earned), mainly through consultancies and rent.

In all its years of operation, in all its communities and programmes, NMJD has made conscious effort to put the poor people at the Centre. Therefore, funds received have been used to engaged in advocacy, empowering communities, strengthening and enhancing the capacity of civil society organizations, so that they in turn will effectively engage communities, government, companies and other actors for the transformation of society.

Participation, accountability, gender equality and empowerment have been among the core principles of NMJDs approach to development and are essential to the achievement of NMJD' Mission and Vision.

Methodologically, NMJD's adoption of development approaches such as Community Animation for empowerment and Social Mobilization for accountability, evidence-based advocacy and the integration of Rights-Based Approaches (RBA) alongside partnership engagement have greatly helped poor people to claim their basic rights and dignity as well as in achieving stated goal and objectives of NMJD. At the core of NMJD's work is a conscious effort to empower young people, women, indigenous CSOs/CBOs, persons with disabilities, hard to reach communities to engage the systems and structures that keep them in poverty.

We enable people to achieve social change by facilitating the mobilization and organization of Social Movements and enhancing their capacity to engage at all levels for socio-economic, cultural and political transformation using innovative approaches and promoting alternative value systems. All of these have contributed immensely to what NMJD is known for today.

COUNTRY CONTEXT

Sierra Leone is paradoxically a nation that languishes in the midst of plenty. This is so because despite its mineral wealth, fine climate and vast stretches of arable land, Sierra Leone lies at the bottom of the UNDP Human Development Index with 179 and a score of 0.420, with over 75% of its seven million people living below the poverty line.

Statistics suggest that Sierra Leone has one of the worst social indicators in the world: Life expectancy stands at about 51.3 years, with a high probability of 39% of children at birth not surviving to age 5.

Illiteracy rate stands at 64.5% and over 70% of the population lives on less than US\$ 2 a day. Infant mortality rate stands at 87.1 per 1,000 live births (2017), "77.5% of the population is multi-dimensionally poor while an additional 14.6% live near multidimensional poverty"¹. Sierra Leone is the third hungriest nation in the world according to global hunger index.

Young people account for about 59% of the entire productive labour force, approximately 70% of youth are underemployed or unemployed (UNDP 2012). An estimated 800,000 young people between the ages of 15 and 25 are unemployed, unpaid, or underemployed (African Development Bank, 2011). Out of the total number of the population employed eighty-three point nine percent (83.9%) nearly eighty-four (84%) are self-employed. Much more serious is the absence of policy framework to invest in youths and programmes to create jobs.

Equally, women form about 51% of the population, but are marginalized and denied key reasonable leadership positions and roles in decision-making processes because of the country's patriarchal nature. They are represented in Parliament by 12.4% even though there are the three gender laws to address this, but they have not yet been put into practice to benefit the generality of women.

Over the years Sierra Leone has experienced major events ranging from conducting three peaceful and acceptable presidential, parliamentary and local council elections after the civil war was declared over in 2002. Further two-population censuses have been conducted in 2005 and 2015, which saw an increase in the population from 4,976,871 to 7,092,113. This increase in population has seen the creation of a northwestern region, two other districts and an increase in the number of chiefdoms from 149 to 190 in the country with its attendant challenges of administrative support in the midst of expenditure rationalization regime the country is experiencing.

The outbreak of the dreadful Ebola disease in May 2014, which was only stopped in November 2015, did not help the situation in terms of socio- economic development besides the thousands of lives that were lost to the disease. For instance, 14,122 cases and 3,955 deaths were recorded and reported in Sierra Leone². The situation was also worsened by the mudslides, flooding (killing "as many as 1,144 people or missing, more than 3,000 people were left homeless and hundreds of houses were damaged or destroyed ...) and windstorms that ravaged the country during the rainy season of 2017 which left people homeless and resulted to loss of lives and property particularly in Freetown and Kono District. According to NMJD's independent assessment of the destruction in Kono , it came out that 33 houses were destroyed involving 40 households and 266 dependants in Gorama Kono, while 6 houses and 2 schools involving 14 with 44 dependents were destroyed.

ENVIRONMENTAL SCANNING

The Network Movement for Justice and Development (NMJD) works primarily in Sierra Leone. The issues that impinge on our work are inherently first, Sierra Leonean and second other external - global and external to NMJD. This section is categorised into 2 parts: Internal - issues that impinge our work that are internal to NMJD and external those that are outside the organisation

EXTERNAL FACTORS

Social Dimension: From the social point of view, government is making efforts to improve health service and education delivery in Sierra Leone, through the development of laws, policies, programmes and strategies in both sectors. However, studies have shown that the country's health situation is characterized

¹ According to who?

² https://en.wikipedia.org/wiki/West_Africa_Ebola_Virus_epidemics_timeline

or inhibited by inequitable gender, economic, social norms and cultural practices. It is also observed that there is limited access to and utilization of health services for women and girls compounded by low level of knowledge, attitude and practices around health seeking behaviours among communities, women and girls; women's lack of power to control their own health decisions at family and community level; ineffective implementation of sexual reproductive health policies and inadequate preparedness plan and preventive interventions against outbreaks.

Like health the situation in the educational sector is not plain sailing. There is poor implementation of policies, inadequate monitoring and coordination of the education systems at all levels. The above mentioned challenges have resulted to overcrowding in schools, extortion and levying of high school charges, low performance of pupils and teachers (massive failures), inadequate teaching and learning materials, poor national educational outcomes particularly in public exams and poor standard of education. It is no wonder then that NMJD has continued to invest in these sectors by raising the awareness of poor communities on their rights to both health and education services while at the same time advocating for effective government response to the demands of the people.

Furthermore, safety of life and property and ordinary citizens is not guaranteed due to incidences of armed-robbery, ritual murder, police brutality in handling peaceful demonstration and abuse of drugs by youth. Notwithstanding as a result of Civil society pressure, government's attempt to create invited spaces to engage civil society actors following recognition of the importance of partnering with civil society in providing services to the poor and in formulating laws and policies is albeit half-hearted.

Additionally, the spaces for the engagement of the "real" civil society actors are fast diminishing in the country. This could be due to the infiltration by politicians within their ranks thereby creating fragmentation for easy manipulation. Additionally, many civil society groups lack adequate resources and low capacity resulting in scuttling their effectiveness. A good number of civil society groups face serious challenges in integrity, transparency and accountability. Others are unable to undertake regular auditing of their books, develop and implement comprehensive internal control mechanisms. Many CSOs have lost public trust, which is undermining effective public interest activism and hence the need for NMJD to strengthen civil society capacities.

At present, some international donor institutions/organizations and government of Sierra Leone have shown greater interest in working with CSOs that they formed. Even in situations where CSOs already exist and are doing well in their engagements, these donor institutions and the Government can still go ahead and identify civil society activists or groups that are uncritical to them and who do not draw their legitimacy from the people. These are the CSOs that such donors and government always invite to participate in events that they organize and on committees that they set up. Concluding on the social sector, it has been established that the low capacity of people and communities to address their own problems often leads to dependency on government and NGOs like Network Movement for Justice and Development to provide services and monitor service delivery. This has shown rippling effect on their health and educational status and hence the importance NMJD places on community empowerment and participation in all its programmes.

Economic Dimension: Sierra Leone's economy is largely import and free market- oriented which means supply and demand determines the price of goods and services. This has huge implication for the poor and the marginalized who practically buy everything they need for their survival.

The increase in fuel price from Le 3,750 to Le 6,000 has given rise to a hike in the prices of essential commodities and services thereby leading to high cost of living for the general populace³. High unemployment rate especially among youths⁴ and mismanagement of public funds as evidenced in the recommendations of the Auditor General's report⁵ continue to pose significant threats to the consolidation of peace and lack of confidence in governments' institutional management. As a result of the above, majority of the youth population are voting with their feet to greener parts of the world in Europe, America, Asia and other parts of Africa which has landed them in serious mishaps such as slavery, alleged sales in human parts, torture and death.

Political Dimension: Politically, in spite of the fact that the country claims to have governance institutions such as the local and national structures, the poor and the marginalized people are continuously affected by political exclusion, with consistent and systematic marginalization from decision-making processes at all levels of society. This political exclusion has increased poor people's vulnerability and over-dependency. It has also lessened their capacity to be more organized and vocal in their demand for their rights and entitlements. As a result of their limited knowledge about the structures, functions, programmes and services of the government and their development partners, their representation, participation, and protection remain low in decision making processes that affect them. This engagement vacuum has continued to create high level of dependence of communities on government's handouts thereby further lessening poor people's ability to hold duty bearers to account. This has the potential for chaos and serious conflicts in the long-run if something is not done about it.

In the same way the government has promulgated a number of legislative and policy reforms, but true reforms have often been undermined by political concerns, where short-term electoral gain takes priority over long-term development needs. Moreover, rather than having constructive dialogue on nation building, policy making has become territorial and an arena for party politics. A case in point is the review of the 1991 Constitution which was a welcoming idea but has been thwarted by the government's white paper disregarding most of the issues raised by the people through national dialogues and consultations.

In recent years, Sierra Leone has been through some events and processes that are considered unconstitutional. Instances of such violations of the constitution are the sacking of the elected Vice President (Alhaji Sam Sumana), the suspension and eventual dismissal of the Koidu New Sembehun Mayor (Sahr Emerson Lamina) from office, the attempt to extend the term of office of the President amongst others. However, the increased number of political parties to contest in the forthcoming general elections continues to create space and provide opportunities for inclusive governance. Also, with increase number of districts (16), chiefdoms (190), wards, regions (5) created could be considered as opportunities for more people to participate in political governance at various levels. Even though there is creation of additional districts and constituencies, the political landscape is been characterized by loss of faith in the democratic principles as

³Today there is over 90% increase in the USD to the SLL rates from 2011 with attendant inflation see: <https://www.bsl.gov.sl/INTEREST%20AND%20INFLATION%20RATES%20%202016%20UPDATES%20FOR%20NEW%20WEBSITE.xls>

⁴Youth employment is a key catalyst to development. However, unemployment and underemployment especially among young people in Sierra Leone is a growing concern. Approximately 70% of the 1.5 million that make the youth population in the country is either unemployed or underemployed. Today an estimate of 800,000 youth are actively searching for employment. See Performance Audit Report on Youth. <http://www.audit-service.gov.sl/report/assl-performance-audit-moya-drainage-clearing-2017.pdf>

⁵ See Sierra Leone Auditor General Reports: <http://www.audit-service.gov.sl/reports-2-annual-reports.html>

evidenced by victimizations of political opponents and rising tensions which will lead to low participation in governance especially for women and youth.

Environmental Dimension: With regards to the environment, Government has set up the Environmental Protection Agency (EPA) and the Disaster Management Department (DMD). However, most of these structures are not working as per their mandates. For instance, there is systematic environmental abuse ranging from deforestation, building of houses in high-risk areas, and the lack of consideration of climate change in urban planning, making the capital city and other parts of the country vulnerable to severe flooding each year. Even though there is a land policy to regulate land acquisition and usage, land degradation is evident in most part of Sierra Leone as a result of multinational and artisanal mining activities. It is also evident that majority of the people affected by mining activities are ignorant of the mining laws and policies and are often not consulted when mining agreements between government and mining companies are taking place. Most important of all resources generated from the mining activities do not benefit citizens. Unfortunately, the destructive, irresponsible and insecure manner in which natural resources are exploited and managed, the local communities, women, children and their local ecology stand out as the direct victims. It is for this reason that NMJD has prioritized Natural and Resource Rights and Governance as one of its areas of focus in this strategy.

Technological Dimension: In terms of technology, the establishment of fiber optic for example in the country has being one of government priority since 2009. This has however not yielded the required expectation by providing connectivity country wide as evidenced by low access and limited coverage to internet facilities. In spite of this, efforts are being made by private Internet Service Providers (ISP) to connect as many communities as possible with internet. The need for instant information has brought to the fore the use of mobile phones by community members including the illiterate once. For civil society, the use of smartphones has become important for the collection of data on their work for research and reporting purposes on wide variety of social issues. These services are however too expensive and out of reach for most people.

The Justice System: The legal and justice system in Sierra Leone has always come under the spotlight in terms of fairness, independence and timeliness in dealing with civil and criminal matters. At all court levels, there have been complaints of delays in adjudicating cases, the poor not getting justice because of their low financial positions and the limited access to legal services due to high charges and prolong court proceedings. Despite the establishment of the Legal Aid Board that is charged with the task of providing pro-bono services to clients and other organizations engaged in legal empowerment activities, there is still much to be offered in terms of legal empowerment of women, men and marginalized groups in rural communities.

Finally however, NMJD is conscious of the issues and challenges indicated above; and have been more involved in either responding to them or raising the awareness of people at all levels through participatory community service delivery, social mobilization, social activism and evidence-based policy advocacy. Most of these contemporary issues are of national importance and could be further addressed through intensive campaigns by civil society organizations, effective mobilization and networking with people, which has cemented strong relationships and forged both internal and external partnerships and collaborations between government and civil society institutions.

INTERNAL FACTORS

Social and Economic Factors: The following are the social and economic factors that impinge on the NMJD activities: 1) In Sierra Leone, civil society space is shrinking to manoeuvre working on social change.

This is as a result of the increasing influence of international partners and influx of foreign investors, whereby the government has reduced the space of CSOs in order to fulfil its (contractual) obligations with international actors and foreign investors. 2) Although the rebel war ended in 2002, Sierra Leone still suffers from some characteristics of a post- conflict country. Several root causes that precipitated the armed conflict like the consistent and systematic marginalization of citizens (poor and rural) in decision-making has not yet sufficiently been addressed. For instance, the current situation in which rural communities again feel neglected by politicians and authorities with regards to their land rights and feel threatened in sustaining their livelihoods may cause serious unrest and new conflict. 3) Despite the relative political stability in the country, the government has given a national registration secretariat the sole responsibility to undertake all registration processes in the country and by every indication the secretariat does not have the capacity in terms of logistics, staffing and infrastructure to undertake this exercise. This could mean a delay in the holding of upcoming elections (local, presidential and parliamentary). This proposal, though still being discussed, has created a sharp division among the citizens and will even escalate to serious conflict.

NMJD will address the above as follows: Firstly NMJD will facilitate social movement building, where civil society will work to claim space to do public interest activism, make use of "invited space" to make space through continuous dialogue with all relevant actors including Government and traditional authorities, through evidence based lobbying and advocacy. NMJD itself will also be more transparent; ensures upward, horizontal and downward accountability. Secondly NMJD is operating in communities affected by large-scale corporate land deals. As such it is able to listen to any negative feelings with people in communities, observe serious tensions and provide conflict resolution through expert organisations in the country in an attempt to ease the situation. It will also work with civil society coalitions and people's organisations to demand involvement and change in policy landscape. And thirdly NMJD will organise the civil society groups to take proactive action in a more structured and cohesive manner to engage government and other appropriate agencies to highlight the danger this approach has on the peace and stability of the country, as well as on democracy and good governance.

Performance Factors: The following are NMJD performance risks: 1) Implementing this strategic plan through communities and CSO groups may pose a risk as this is a fairly new approach to most of them. CSO groups may underperform in implementation of planned activities, which may reflect on the credibility and image of NMJD. 2) The NMJD has qualified and experienced staff members. However, there may be an increasing risk of high staff turnover with the possibility of losing key staff with current remuneration and general conditions of service. 3) Hiring staff that do not fit the job as a result of poor staff selection and human resource management systems will affect the effectiveness and efficiency and have negative consequences for NMJD reputation with local actors, as well as with our donor partners.

In response NMJD will: Firstly strengthen the capacities of CSO groups in management, regular meetings and strong commitment to the member organizations. CSO groups are involved in program design and budgeting. Secondly develop adequate management systems including planning and budgeting, monitoring and financial management. Secondly staff motivation through capacity building, adequate remuneration and employee benefits and enabling working environment will keep staff turnover within manageable limits. Lastly strengthen human resource management through adequate selection mechanisms, sufficient probation period and adequate staff performance appraisal.

Technology Factors: The following areas are of concern to NMJD: 1) NMJD depends on high quality communication, preferably through modern social media including mobile phone, e-mail communication,

twitter and the like in order to communicate with our members and with the people in the communities. Communication networks in Sierra Leone are still weak and do not yet provide national coverage. This will reduce our effectiveness and immediate response capacity. 2) Most operations implemented by the NMJD require field presence. As a result of poor logistical means, inconsistent fuel supply in the country, NMJD may not be able to carry out program activities in accordance with the set timeframe. 3) NMJD has a knowledge management and communication unit but it is seriously under-equipped in terms of expertise and equipment. Some information received by NMJD is qualified as confidential. As long as the unit has flaws, NMJD is vulnerable as a result of lost information, misuse of information or transfer of confidential information to others who are not eligible to have the information.

To address these challenges NMJD will: Firstly it is important to note that Sierra Leone is currently being connected to the West African Cable System, which may provide a reliable solution for internet and mobile phone communication. Other means of communication being explored are people-friendly means like community radios, theatre groups and communication through notice boards. Secondly negotiate with partners for a means of transport, an advance payment for fuel to supplies with proper supervision on its use and exploration of upcoming alternatives for fuel. Thirdly information management is a serious issue that needs to be solved as early as possible. Therefore a consultant will be hired to develop a plan on safety policies and information management with support from partners. And lastly NMJD will send its Information Communication and Technology personnel for higher learning, who will be charged with the responsibility for the protection and repairs of electronic equipment and software.

Financial Factors

With regards to financial situation of NMJD operations: 1) NMJD depends very much on donor funds to cover the costs of its operations. The priorities of donor partners may change, which will make it difficult for NMJD to bear the institutional and programmatic costs of its operations. 2) Sierra Leone is still suffering from high inflation rates and the weakening position of the American Dollar. This may cause excessive exchange rate losses and increased prices preventing NMJD from carrying planned activities and meet deadlines. And 3) Financial crises and poor bank management may result in poor performance or even bankruptcy of commercial banks in Sierra Leone. In the worst case this may cause tremendous loss of funds by NMJD.

In response to these NMJD will foremost focus on: Building trust and good working relationship with current funding partners. Design and implementation of a policy on donor diversification. NMJD will complete its L&D center and use it for fundraising purposes. Moreover, NMJD has no significant influence on the economic position of the country; however it may reduce the risk of inflation and unfavorable exchange rates through sound cash flow management. A currency account in a foreign country is one of the possibilities explored. And lastly different funds are deposited in different bank accounts in different banks to minimize the risk of bank collapse.

ORGANIZATIONAL HISTORY

As earlier stated, the Network Movement for Justice and Development (NMJD) is a national civil society non-governmental development, advocacy and human rights organization. It was established on 5 February 1988 in Kenema, eastern Sierra Leone, by nine former members of the Young Christian Students (YCS) Movement with the main aim of working towards building a just and self-reliant Sierra Leone in which the marginalized and exploited are empowered enough with the necessary skills and knowledge to take their own destiny into their own hands.

The inspiration to establish the Movement was borne out of the unflinching commitment to the total liberation of the poor and marginalized in society. The moving force in the lives of these nine young YCS was their collective commitment to the "Preferential Option for the Poor" orientation and the "See, Judge, Act" methodology of "Training for Transformation".

Desirous to make their option concrete and remain faithful to their orientation as well as put into practice the review of life methodology, formal and informal reflection sessions brought them together to formulate a common mission and agenda.

This common agenda articulated in this transformative organization focused on empowering the people as well as strengthening their capacity to build a free, just and democratic society where there is respect for human rights and promotion of sustainable development for the benefit of all. It also facilitated the promotion of the collective strengths of people, fostered justice and built the capacities of civil society organizations in solidarity with all those struggling for empowerment, a free and democratic society with sustainable livelihood.

NMJD was therefore generally committed to promoting **good governance, participatory democratic practices, human rights, gender justice, economic and social justice and a culture of peace**, among others.

Within two years of awareness raising and community mobilization in Kenema district after its formation, the Movement soon spread to all the other districts in the eastern region and Bo and Moyamba districts in the southern region. Today, NMJD operates in all of the four regions in the country with offices in Freetown, Bo, Kenema, Koidu and Makeni. It currently employs over 60 people across the country plus a host of volunteers and interns.

When the rebel war broke out in 1991 resulting in the internal displacements of more than one-and-a-half million Sierra Leoneans, including those in NMJD operational communities in the east, its staff and thousands of others fled to neighbouring countries as refugees. In order to effectively service their needy compatriots who were seeking refuge in the forest regions of Guinea, NMJD established a field office in the Gueckedou Prefecture in the Republic of Guinea. A contact office was also set up in Freetown to facilitate coalition building and networking.

NMJD went through a comprehensive evaluation exercise in 2000 that was accompanied by a transitional strategic plan that was implemented from 2001-2002. The transitional strategic plan was an attempt to address the needs of NMJD's constituencies in the context of the cessation of hostilities and transition from war to peace. All of the programmes under this plan continued to fall under two broad programmes – **Community Animation** and **Policy Advocacy**.

Another strategic review of the organization was carried out in 2002 to assess the relevance of the organization's programmes, identify its core business and assess its capacity to undertake the core business. This provoked well informed discussions that resulted in the recognition and acceptance of Participatory Development Approaches as the organization's core business. Consequently a three-year strategic plan for 2003-2005 was developed in line with the prevailing conditions and needs of the country at the time.

At the expiration of this strategic plan in 2005, another intensive review was carried out to draw lessons from the organization's achievements, constraints and challenges, and set a new direction for effective engagement. The findings of the review were validated at a plenary in which the Board of Advisors, implementing partners, community representatives, donor partners and other stakeholders participated.

This was followed by a strategic planning workshop facilitated by Transform Africa through its Director, Mr. Charles Kazibwe. As a result, a five-year strategic plan (2007–2011) that aimed at taking the organization to a higher level of transformative development work by engaging communities and other stakeholders more effectively and vigorously for the social and economic transformation of Sierra Leone was developed. This led to its engagement then in four core themes: **Governance and Accountability, Mining and Extractives, Peace and Security** and **Youth Empowerment**.

NMJD also went through an Organization Development and Change (ODC) process during this period. The ODC strengthened its capacities to effectively implement the strategic plan, and consolidated its own transition from a humanitarian to long-term development organisation.

In August 2011, another strategic review exercise was commissioned. The review panel kept in mind learning and recommendations from our previous strategy and context, NMJD focused on Political Governance and Economic Justice as the key priority areas. This period also saw the development of NMJD's 25 years strategy which encapsulates why the strategy matters; what NMJD wants to see in Sierra Leone in 25 years (2015-2040) and its contributions in the said strategy.

In 2016, NMJD developed a new Strategic Plan for 2016-2020 on the theme, 'Citizens' Engagement for Socio-economic Justice and Accountable Democratic Governance'. The document seeks to make a difference from the local to the national context of Sierra Leone in the following three key priority areas:

- The building of agency and citizens' movements for effective leadership
- The strengthening of civil society for effective public interests activism
- The promotion of responsive, inclusive and accountable democratic governance

VISION AND MISSION

NMJD's vision, mission, core values and work 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.

Vision: A just and self-reliant Sierra Leone, where women, men, children, youth, persons with disability and their communities are "conscientized" to 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 organizational core values account for both the ethical standards and principles NMJD upholds and the programming approaches and methodologies that inform our operations.

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 modeled 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.

PROGRAMME PRINCIPLES & APPROACHES

1. NMJD'S UNDERSTANDING OF POVERTY

NMJD understands poverty as "A condition where individuals, families and local communities are unable to meet their basic requirements for survival with dignity on a sustainable basis; and government is unable to fulfil its obligations to the people".

2. COMMUNITY EMPOWERMENT:

We mobilize, organise and conscientise communities and individuals living abject poverty as rights holders (children, parents, men, and women youth) about their rights. We empower them and build their capacity to communicate/ raise issues with duty bearers and hold them accountable.

3. HUMAN RIGHTS-BASED APPROACH

We employ **HRBA** approach to programming in which we empower communities to work towards the fulfillment of their rights especially their economic, social, and cultural rights and the recognition and integration and application of the human rights principles in all aspects of our work. The end result of our programmes is when rights are recognized, respected, protected and realized.

4. RESULT BASED MANAGEMENT

Our work adopts the Results Based Management method that focuses on results. It focuses mainly on what our programme or project is achieving, to inform the type of methods to adopt. A result is a change happening in the life of people as a consequence of a project or programme. The change may concern the economic, social, political, cultural, and ecological situation of people. This in turn allows us to focus on the (sustainable) changes brought about by the programme or project, which is good for its efficiency and effectiveness and allows a greater accountability to beneficiaries and donors. Our major drive on the principle to RBM is focusing on change in the rights holder population, learning from results throughout programme implementation and adapting implementation if necessary.

5. EVIDENCED BASED ADVOCACY:

Using expert and action research process, our approach is to effect gradual and systemic change targeting policies, legislation, regulations, guidelines, behaviours, practices and attitudes. NMJD's work is on evidenced based advocacy and lobbying of government focusing on diverse areas of people's interest in all areas of our strategic focus.

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.
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 policies, laws and the use of revenue generated from extractives for the benefits of citizens.

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.

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.
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; and Monitoring and Evaluation, Accountability and Learning (MEAL) for impactfulness and change tracking.

Development Goal: Improved Socio-economic justice in Sierra Leone through strengthened citizen engagement and accountable democratic governance.

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 leadership of citizens in communities to recognize and express their own power and agency for creating positive change using their own assets and to demand public structures to be accountable for the stewardship of the nation's resources.</p>	<p>When citizens' leadership in communities are improved to recognize and express their own power and agency for creating positive change and allowed to actively participate in national development they 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 <ol style="list-style-type: none"> i. Facilitate workshops for a cadre of women, men & youth to become knowledgeable and skilled in ABCD approaches and the training of others in ABCD ii. Develop a mechanism for a Community Development Investment Fund so the select pilot communities can receive (minimal) support for implementing their own ABCD initiatives iii. Coach, monitor and gather lessons learned from ABCD Pilot involvement in communities 3. Demand accountability from duty bearers (Central government, local councils, development partners, private 	<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 diversified and sustainable livelihood activities practiced. 5. Service delivery at the health and educational levels. 6. Number and the level of participation of youth, women and PWDs in natural resource and political governance. 7. Level of probity and adherence to laws and policies in the land and mining sectors. 8. Number of resilient communities in the face of outbreak, natural or man-made disaster. 9. Level of respect for rights of communities and remedial measures in place. 10. Evidence of public interest activism by

		sector etc.)	<p>CSOs at national and district levels taking place.</p> <ol style="list-style-type: none"> 11. Number of disasters at community level. 12. Level of performance of NMJD staff to deliver. 13. Level of revenue planned to be generated by RMT achieved. 14. Extent to which NMJD is visible, active and serving as reference point by CSOs and partners. 15. Extent to which NMJD stories of change are tracked, documented, shared and used for further planning.
<p>SO2: 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>	<ol style="list-style-type: none"> 1. Monitoring mining activities in light of policies, laws and the use of revenue generated from extractives for the benefits of citizens. 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. 3. Educating men, women and marginalized groups about legal implications, legal rights and obligations, and resolving legal problems and challenges faced by marginalized groups. 4. Poor and marginalized men, women and youth in rural communities engaged in economic ventures such as microfinance, agricultural-swamp development, 	<ol style="list-style-type: none"> 1. Number of policy researches conducted in the extractive sector 2. Community projects prioritized and funded through Extractive Industry resources specifically targeting women and youth. 3. Communities (men, women and marginalized groups) know the laws, use the laws and shape the laws. 4. % Poor and marginalized men, women and youth in rural communities engaged in economic ventures 5. % of Poor and marginalized men, women and youth in rural communities engaged in economic ventures with savings account.

		cultivation and vegetable gardening.	
SO3 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.	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.	<ol style="list-style-type: none"> 1. Action-oriented learning and engagement process for Pilot Communities and civil Society organizations using ABCD and Social Accountability approaches and tools 2. Development of a watchdog mentality within organizations of broader society to keep each other and government accountable 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 4. Capacity Building for a Refreshed civil society through 5. Courses at Coady, graduates of those courses trained as trainers, and then delivery of courses in Sierra Leone at L&D Centre 6. Organize CS summits/National Social Forums to develop alternative frameworks, policies and systems for more effective accountability in CS and governance 	<ol style="list-style-type: none"> 1. Existence of pro-poor policies, laws and regulations 2. Evidence of national and district budgets addressing needs and interests of Women, men, youth and PWDs. 3. Evidence of accessible, just and affordable judicial and remedial systems at all levels. 4. Number of strong and reputable CSO platforms established and operating in alliance with its partners and serving public interest. 5. Evidence of improved programming and documentation. 6. Existence of pilot communities and civil society organizations using ABCD and social accountability tools <p>Number of national social Forums / Summits organized.</p>
SO4: Responsiveness, accountability and inclusivity of local/community, District and national structures of NMJD improved, reflected in its policies, strategies and procedures and an enabling learning environment that supports financial sustainability of the	When the local/community and national structures of NMJD improve, responsiveness, accountability and inclusivity will increase and that will reflect in policies, strategies and procedures and an enabling	<ol style="list-style-type: none"> 1. Policies, strategies and procedures for institutional development in place and plans to strengthened staff capacities at different levels 2. Values-based leadership education (e.g. taking the 	<ol style="list-style-type: none"> 1. Number institutional policies, procedures and strategies reviewed and staff capacity strengthened. 2. Existence of value-based leadership education training manual that reflects

<p>organization.</p>	<p>learning environment that supports financial sustainability of the organization.</p>	<p>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)</p> <ol style="list-style-type: none"> 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. Launching of NMJD 25years strategic direction and hosting a donor conference 5. Review of NMJD policies (personnel, financial and safeguarding) , procedure and strategies or plans 6. Partnership Development workshops and programmes 7. Resource Centre , copying, newsletter facilities enhanced, and radio work of NMJD expanded (e.g. mobile phones) to share information and encourage learning 	<p>values from the constitution and accountability structures.</p> <ol style="list-style-type: none"> 3. Number of Learning, Reflection & Sharing sessions organized and lessons learnt 4. Category and number of participants 5. Number of policies and procedures reviewed 6. Number of partnership development workshops and programmes 7. Existence of a Learning and development Centre
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BARRIERS

While as NMJD is determined and committed to the effective and efficient implementation of the strategy towards achieving the desired results, we are aware that there are factors that might hinder progress, which needs to be addressed. These barriers include:

- Resistance from some leaders and citizens to refrain from dependency syndrome and adopt the culture of accountability in their community development work.
- NMJD's dependence on donor funds to cover almost full costs of its operations.
- Resistance of local traditional leaders and male politicians to accept and incorporate youth, women and PWDs into local and national politics.
- Low political will and motivation of government to smartly respond to issues of accountability, inclusiveness and equity in society.
- Communities lack of knowledge and information on their rights and entitlements as citizens and how to hold duty bearers to account for power and resources entrusted to them.
- Women, youth and people with disabilities lack sufficient autonomy and agency
- Government institutions lack adequate capacities and resources to deliver on their mandate.
- Political leadership lack the political interest and will to address the capacity deficit of government institutions resulting into weak accountability and inclusivity.
- Civil society is far from being coordinated and under resourced to conscientize and empowers communities to hold their leaders to account.
- Interference of politicians into the ranks of CSOs and co-opt them.
- Shrinking to closing space for civic and CS operations
- Manipulation of the decentralization process and reverting to centralization thereby promoting unprogressive legislation.
- Traditional and cultural barriers that discriminate against women, youth and people with disabilities,
- Low economic empowerment for women and girls, high cost of social services (education, health, legal etc.).

STRATEGIC INTERVENTION PILLARS

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

1. Accountable Governance

This will focus on accountability in:

1.1.Community Empowerment (Resilient leadership and use of own power and assets to demand change in the social service sector through Chieftdom reforms, adult literacy using Paulo Freire's approach, monitoring public basic Service delivery, and resisting, rejecting and reporting corrupt practices).

1.2. Women's Empowerment (increasing voice, space and representation of women in governance, empowering women economically through micro – financing, combating violence against women and girls, and building skills training institutions for women and girls).

1.3.Government Responsiveness (local and national government structures responding and promoting inclusivity and accountability in the area of policy change, revenue generation and allocation to basic services delivery in health, education and agriculture).

1.4. Youth and People with Disabilities (PWDs) Empowerment (Mobilise youth and PWDs to demand inclusiveness, recognition and representation in governance at local and national levels. Build the capacity of youth and PWDs for livelihoods enhancement through skills training.

2. Economic and Legal Justice

This pillar will focus on:

2.1. Natural Resources Rights Governance (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 policies, laws and the use of revenue generated from extractives for the benefits of citizens).

2.2. Legal Justice Empowerment (Promoting access to free legal empowerment for women, men and marginalized groups through education, mediation, negotiation, dialogue and public interest litigation; educating men, women and marginalized groups about legal implications, legal rights and obligations, and resolving legal problems and challenges faced by marginalized groups. This involves, knowing the law, using the law and shaping the law).

2.3. Food Security and livelihoods enhancement-(poor and marginalized men, women and youth in rural communities will be engaged in economic ventures - microfinance, agricultural-swamp development, cultivation and vegetable gardening.

3. Civil Society Strengthening

This pillar will focus on strengthening:

3.1. Civil Society capacity (Coordinated, legitimate CSO working on enactment and enforcement of laws and policies with improved skills, knowledge, tools and coordination as well as enhanced partnership for dialogue and joint engagement); improved systems and representation and accountability.

3.2. Public interest activism (social movement building (for women, youth PWD rights, enforcement of available policies, laws and regulations, land rights, mining and extractive industries, fair taxation regimes and environmental protection

3.3. Evidence based advocacy, political and civic education(public basic service delivery in Health, education, agriculture, mining and extractive industries and environmental protection, water and sanitation).

4. Organizational Learning and Development (OLD)

This pillar will focus on strengthening:

4.1. Staff capacity/ human resource (continuous learning and development for NMJD staff to ensure their skills and knowledge are updated to stay on top in their related fields. NMJD remains relevant in the development context in Sierra Leone and internationally).

4.2. Resource mobilization (A dedicated team is entrusted with the responsibility to spearhead the fundraising process in the general interest of all. Provide an operational guide for its RMT members who have been given the responsibility to lead the fundraising process.)

4.3. NMJD sustainability (Keeping NMJD alive and impactful; tailored organizational sustainability plan and operational model addressing critical issues relating to the future direction, management, governance & succession, needed resources, partnerships, structures, accountability, ability to adapt and human resources.

4.5.Monitoring, Evaluation, Accountability and Learning (MEAL) (Understanding the basics of MEAL and its relation to the project and programme cycles, develop a Theory of Change (TOC)/logframe with appropriate indicators for each project, name and use a few digital data collection tools, understand the basics of data analysis, accountability and learning and develop and use a simple project monitoring tool.)

Institutional Development

The fundraising target for the Network Movement for Justice and Development in 2018, which is projected to be **Le8,000,000,000** (Eight Billion Leones/**US\$1,042,366**.⁶). The sources of funding as proposed in the NMJD Fundraising Strategic plan are as follows:

1. Set-up a new youth training centre in Kono in which youth will be trained in different skills, mainly computer skills, for a moderate fee.
2. Do consultancies through the L&D Team/Centre in Kenema
3. Development of landed property in Bo, Kenema and Kono
4. Rubber plantation for commercial purposes; we can explore possibilities to partner with private investors.
5. Disposal of organization's old assets i.e. vehicles, motor-bikes, etc. as and when the need arises.
6. Increase farming projects at Mbelebu (pilot) and other potential communities
7. Increase revenue from Diaspora Outreach using ex-NMJD staff now living abroad
8. Hold four annual fundraising events i.e. business dinners, Dash Cards, Sponsored Walk, etc. in Freetown, Bo, Kenema and Makeni.
9. Set up Online Donation system on website
10. Open stationery shops in Bo, Kenema, Makeni and Kono.

NMJD foresees employing 100 people across the operational offices in the country. The rights holders are communities in the existing NMJD operational area in 14 out of the 16 administrative districts.

PROJECT OUTCOMES

Socio-economic justice in Sierra Leone improved through strengthened citizen engagement and accountable democratic governance.

⁶ 7,675 Leones to US\$1 source: <http://xe.com/currencyconverter/convert/?Amount=1&From=USD&To=SLL> accessed January 5, 2018

CHANGE MATRIX

Change we want to see	What we will do to see that change	Impact of change	Challenges or obstacles we may face
<p>1. Enhanced leadership of citizens in communities to recognize and express their own power and agency for creating positive change using their own assets and to demand public structures to be accountable for the stewardship of the nation's resources.</p>	<ol style="list-style-type: none"> 1. Build solid constituencies within communities; 2. Prepare citizens to be agents of their own development demanding accountability from duty bearers; 3. Watchdog mentality development within broader organizations of society to keep each other and government accountable; 4. Capacity building to research and critically analyze evidence and engage in debate; 5. Community livelihood activities (youth skills development and income generation and food security) 6. Health and education service delivery monitoring; 7. Youth, PWDs and women representation and participation in governance; 8. Extractive resource monitoring; 9. Value based leadership education; 	<p>A crop of resilient and accountable leaders and citizens created in communities and are capable of addressing their problems using Asset-Based Community Development (ABCD) approach.</p> <p>Enlightened and proactive citizens holding government to account from an informed position</p> <p>Diversified and sustainable livelihood activities practiced.</p> <p>Improved service delivery at the health and educational levels.</p> <p>Fair representation and active participation of youth, women and PWDs in natural resource and political governance.</p> <p>Probity and adherence to laws and policies in the land and mining sectors.</p> <p>Resilient communities in the face of outbreak, natural or man-made disaster.</p> <p>Respect for rights of communities and remedial measures in place.</p> <p>Public interest activism by CSOs at national and district levels taking place.</p>	<p>Resistance from some leaders and citizens to refrain from dependency syndrome and adopt the culture of accountability in their community development work.</p> <p>NMJD dependent on donor funds to cover the costs of its operations. The priorities of donor partners may change, which will make it difficult for NMJD to bear the institutional and programmatic costs of its operations.</p> <p>Interference of politicians into the ranks of CSOs to co-opt and fragment them.</p> <p>Low cooperation from local traditional leaders and male politicians to accept and incorporate youth, women and PWDs into local and national politics.</p> <p>Resistance of local traditional leaders and male politicians to accept and incorporate youth, women and PWDs into local and national politics</p> <p>Low political will and motivation of government to smartly respond to issues of accountability, inclusiveness and equity in society.</p> <p>Communities lack of knowledge and information on their rights and entitlements as citizens and how to hold duty bearers to account for power and resources entrusted to them.</p> <p>Women, youth and people with disabilities lack sufficient autonomy and agency.</p>

	<p>10. Learning, reflection and sharing session;</p> <p>11. Do a preparedness plan and identify preventive interventions strategies to increase community resilience against outbreaks and natural or man- made disaster.</p> <p>12. Legal empowerment through community paralegalism and litigation activities.</p> <p>13. Social movement building through networking and collaboration and civic activism.</p> <p>14. Identify preparedness plan and preventive interventions strategies to increase community resilience.</p> <p>15. Continuous learning and development for NMJD staff</p> <p>16. Provide an operational guide for the Resource Mobilization Team (RMT) members and RMT is actively taking lead on resource mobilization.</p> <p>17. Keep NMJD alive and impactful through sustainable activities.</p> <p>18. Understand and apply the basics/concepts of Monitoring, Evaluation, Accountability and Learning (MEAL) in relation to</p>	<p>Decrease number of disasters at community level. Improved performance of NMJD staff to deliver.</p> <p>Revenue planned to be generated by RMT achieved.</p> <p>NMJD more visible, active and serving as reference point by CSOs and partners.</p> <p>NMJD stories of change tracked, documented, shared and used for further planning.</p>	<p>Government institutions lack adequate capacities and resources to deliver on their mandate.</p>
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	project and programme cycles.		
<p>2.Strengthened citizens that analyze and engage stakeholders in the Economic Legal Justice Sectors through evidence based coordinated advocacy and public awareness in order to enhance compliance with the policies, laws and agreements in the sectors</p>	<ol style="list-style-type: none"> 1. Monitoring mining activities in light of policies, laws and the use of revenue generated from extractives for the benefits of citizens. 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. 3. Educating men, women and marginalized groups about legal implications, legal rights and obligations, and resolving legal problems and challenges faced by marginalized groups. 5. 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>Compliance with the mining laws, policies and agreement and increased community beneficiation.</p> <p>Fair share of resources that benefits the general citizens.</p> <p>Rural men, women and marginalized groups know the laws, use the law and shape the laws.</p> <p>The marginalized and the exploited communities are empowered and challenging systems that keep them in poverty.</p> <p>Men, women and youth in targeted communities produce enough to eat and save.</p>	<p>Number of policy researches conducted inthe extractive sector</p> <p>Community projects prioritized and funded through Extractive Industry resources specifically targeting women and youth.</p> <p>Communities (men, women and marginalized groups) know the laws, use the laws and shape the laws.</p> <p>% Poor and marginalized men, women and youth in rural communities engaged in economic ventures</p> <p>% of Poor and marginalized men, women and youth in rural communities engaged in economic ventures with savings account.</p>

<p>3.Credible, legitimate and coordinated civil society that works in collaboration and partnership between multiple CSOs and other actors to engage and dialogue with duty bearers on enactment and enforcement of progressive, pro-poor policies, laws and regulations that enhance justice at local and national levels.</p>	<ol style="list-style-type: none"> 1. Capacity building to do action-research and evidence-based advocacy and lobbying for change; 2. Local/National level audits and participatory alternative budget and plans to develop peoples' budget at different levels; 3. Community legal empowerment through paralegalism and litigation 4. Social movement building through networking and collaboration and civic activism. 5. Partnership development workshops and focusing civil society social accountability work with MDAs; 6. Learning, reflection and sharing sessions; 	<p>Pro-poor policies, laws and regulations</p> <p>National and district budgets addressing needs and interests of Women, men, youth and PWDs.</p> <p>Accessible, just and affordable judicial and remedial systems at all levels.</p> <p>Strong and reputable CSO platforms established and operating in alliance with its partners and serving public interest.</p> <p>Improved programming and documentation.</p>	<p>Civil society is fragmented and under resourced to conscientize and empower communities to hold their leaders to account.</p>
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<p>4. Responsive, accountable and inclusive organization with improved structures and professional staff, reflected in its policies, processes and systems and an enabling learning environment that supports financial sustainability of the organization.</p>	<p>2. Capacity building to do action research and evidence-based advocacy and engagement in for change at all levels;</p> <p>3. Institutional strengthening through effective and efficient policies, processes and systems</p> <p>4. Continuous learning and development for NMJD staff to ensure their skills and knowledge are updated to stay on top in their related fields.</p> <p>5. NMJD remains relevant in the development context in Sierra Leone and internationally.</p> <p>6. Keeping NMJD alive and impactful; addressing critical issues relating to the future direction, management and governance</p>	<p>Enlightened, empowered and engaged staff and communities</p> <p>Pro-poor and people-centred governance structures, policies, processes and systems.</p> <p>Effective and resourceful staff Promoting and protecting the rights of citizens and providing a learning environment at all levels; both local and national.</p> <p>Available needed resources, strong partnerships and ability to adapt to changing situations.</p>	<p>NMJD's skills and confidence is limited to respond to issues of accountability, inclusiveness and improve its financial sustainability.</p> <p>Political leadership lack the political will to address the capacity deficit of government institutions resulting into weak accountability and inclusivity.</p>
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OPERATIONAL PLANS

This plan will be rolled out as a joint initiative of NMJD, donors and other civil society groups and actors, with financial support to be provided by interested donor partners. The execution of the plan will be managed by a team of senior staff within NMJD with varied academic and professional backgrounds, with hands-on managerial experiences spanning an average period of over twenty years. There will also be close collaboration with the Local and national governments, private sector and civil society organizations.

TWO YEAR OPERATIONAL PLAN FOR THE NMJD STRATEGIC PLAN

Outcome area(s)	Theme (s)/ Pillars	Activity	Expected output	Input required	Assumptions	Support anticipated and whom	Proposed cost involved	Monitoring and OMV (Objective means of verification)	Time frame	Area /Programme managers remarks	Senior management review feedback	Management actions taken
1: Enhanced leadership of Citizens	Inclusive participation of citizens in governance	<ol style="list-style-type: none"> Mobilize communities into formidable groups and raise their awareness on citizens' participation in governance Facilitate dialogue between citizens and duty bearers for participatory governance 	<ol style="list-style-type: none"> <ol style="list-style-type: none"> Communities organized into groups Increased knowledge of organized groups on governance Citizens have space to demand for their rights to participate 	<ol style="list-style-type: none"> Facilitation fee meals Transport refund Personnel PA system Hall/Venue 	<ol style="list-style-type: none"> Duty-bearers are responsive to community demand Duty-bearers shy away from dialogue meetings with citizens Citizens may shy away from engaging 	<ol style="list-style-type: none"> Funding opportunities—Oxfam-Ibis, CAID, Trocaire Own source revenue—L&D, RMT 	Le. 2 billion	<ol style="list-style-type: none"> # of functional groups organized Level of engagement Reports—Training reports, activity reports, Attendance Audio-media evidence % of women economically empowered 	2 years (Jan. 2019 – Dec. 2020)			

		<p>3. Conduct trainings to build citizens capacity</p> <p>4. Facilitate economic empowerment for women</p>	<p>e.</p> <p>1.4. Citizens trained on inclusive governance</p> <p>1.5. Women economically empowered for active participation in governance</p>		duty-bearers							
<p>2. Strengthened citizens in the Economic Legal Justice Sectors</p>	<p>Enhanced Compliance with policies, laws and agreements in the economic legal justice sector</p>	<p>2.1: Monitor mining activities in light of policies, laws and the use of revenue generated from extractives</p> <p>2.2. Facilitate dialogue between Civil Society and duty-bearers at community, district and national level</p> <p>2.3. Engage Poor and marginalized men, women and youth in rural communities in economic ventures</p>	<p>2.1. Mining activities monitored</p> <p>2.2 Dialogue between civil society and duty bearers facilitated</p> <p>2.3 Poor and marginalized men, women and youth in rural communities engaged in economic ventures</p> <p>2.4. Men. Women and marginalized</p>	<p>2.1 Monitoring tools and equipment</p> <p>2.2 Refreshment</p> <p>2.3 Hall rental</p> <p>2.3 Transport refunds</p> <p>2.4. Facilitation fees</p> <p>2.5. Agricultural tools and seeds</p> <p>2.6. Finance for micro-loans</p> <p>2.7.</p>	<p>2.1 Citizens pay mining licenses</p> <p>2.2. Duty bearers shy away from attending dialogue meetings</p> <p>2.3 Men, women and marginalized know the legal implications, their rights and obligations</p>	<p>2.1 Funding opportunities —Oxfam-Ibis, CAID, Trocaire</p> <p>2.2. Own source revenue— L&D, RMT</p>	<p>Le 1.5 billion</p>	<p>2.1 of monitoring tools developed</p> <p>2.2 of equipment bought</p> <p>2.3 of dialogue meetings held</p> <p>2.4 of economic activities undertaken</p> <p>2.5 of communities educated about legal implications, rights and obligations</p>	<p>2 years</p> <p>(Jan. 2019 – Dec. 2020)</p>			

		2.5. Educating men, women and marginalized groups about legal implications,	groups educated about legal implication, rights and obligation.	Consultancies 2.8.IEC Materials								
3.Strengthened credible, legitimate and coordinate civil society	Proactive Citizens for Accountable Governance	2.1. Conduct mapping of existing CSOs and networks 2.2. Restructure leadership to reflect gender mainstreaming 2.3. Train CSOs to constructively engage in PIA	2.1. A baseline on existing CSOs and networks established 2.2. CSOs leadership restructured to reflected gender balance 2.3. CSOs knowledge level enhanced to engage in constructive PIA	2.1. Facilitation fee 2.2. Rental 2.3. Transport refund 2.4. Personnel 2.5. A system 2.6. Hall/Venue 2.7. Stationery	2.1. CSOs willing and ready to provide reliable, credible and relevant information about themselves. 2.2. CSOs are willing to collaborate and network to engage in PIA	2.1.Funding opportunities —Oxfam-Ibis, CAID, Trocaire Internally Generated Funds (IGF) — L&D, RMT	Le. 2 billion	2.1. #of existing CSOs identified 2.2. % of women represented in the leadership of CSOs 2.3. # of public interest issues undertaken 2.4. Reports—Training reports, activity reports, Attendance	2 years (Jan. 2019 – Dec. 2020)			
4.Improved structures and professional skills of NMJD staff	Keeping NMJD alive and impactful; addressing critical issues relating to the future	2.1.Conduct training to build staff capacity 2.2.Strengthen institutional policies, processes and systems 2.3.Establish action	Staff capacity built for professional level Policies, processes and systems functional and effective L&D, RMT and Board of	2.1.Consultancy fees 2.2. Transport refunds. 2.3.Refreshment 2.4.stationery	2.1 Senior management is supportive of the development of all policies, procedures and systems.	2.1 Oxfam, CAID and Trocaire and Oxfam and medico Int. 2.2. Internally generated revenue- L&D and RMT	Le 800,000,000	2.1 # of trainings organized for staff 2.2.# of policies, processes and systems reviewed 2.3.	2 years (January 2019 – December 2020)			

	direction, management and governance	oriented L&D, RMT and Board of Trustee to operational the strategic director	Trustee established and responding to organizational local and national needs.	2.5. Transport refunds, 2.6. accommodation for regular meetings	2.2 There is socio-political stability in operational communities			vidence of L&D centre and functional Board, RMT and L&D teams.				
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5. LEADERSHIP, GOVERNANCE, MANAGEMENT AND COORDINATION

The implementation of this strategy and running the organization will be facilitated through systems, structures and processes that exist now and those that will be established during the course of implementation and existence of the organization resulting from the learning process.

PROGRAMMES COORDINATION

At the moment NMJD has offices and staff in Freetown, (Western Area), Bo (southern region), Kenema (eastern region), Makeni (northern region) and Koidu (Kono District) . The Freetown office serves for the time being as the seat of the Executive Director providing leadership and direction to the organization. This is also where the general administration, knowledge management & communication and overall financial management will be steered from. In terms of coordination of the strategic programmes, they will be facilitated from the following locations:

- Freetown office - Civil Society Strengthening (and resource mobilisation?)
- Kono office - Economic Legal Justice
- Bo office - Accountable Governance
- Makeni office - Organizational Learning & Development

BOARD OF ADVISORS

The Board of Advisors is made up of nine members (4 women and 5 men) representing all of the four regions of the country. It is the highest decision-making body of the organization. It oversees, makes policies and approves strategic plans, budgets and reports; it meets once every year. There are four Board Committees with specific tasks. The members of NMJD Board of Advisors are: Mrs. Marian S. Nyuma-Mojueh (Chairperson), Rev. Fr. Mathew Jusu Kanneh (Vice Chairperson), Mr. Idrissa Koroma, Mrs. Edna Caulker, Mr. Abraham Tom Saboleh, Mr. Abdulai Bangura, Mrs. Sarah Umu Sankoh, P.C. Bai Shebora Kasangna II, P.C. Sahr Y.K. Mbriwa II, Mr. Ibrahim Iftoni and Mr. Abu A. Brima (Secretary to the Board).

BI-ANNUAL ASSEMBLY

The Annual Assembly comprises representatives of NMJD animated groups and communities, Management Team, Board of Advisors, Animators and staff, partner civil society groups, relevant government agencies, development partners (including donors) and the general public. It meets once every two years to review the work of the previous years', plan for the future, reflect/analyze the socio-economic, political and security situation and come up with policy recommendations and action plans at all levels.

SENIOR MANAGEMENT TEAM

The Senior Management Team is the organization's coordinating system. It comprises the Executive Director, Deputy Executive Director, Director of Finance and Administration, Regional/Strategic Programme Directors, and the Director of Knowledge Management and Communications. It meets at least once in every four months, and collectively takes responsibility for the day-to-day running of the organization. It can bring on board some other strategic staff.

OTHER MANAGEMENT AND COORDINATING STRUCTURES

In order to effect decentralized governance and enhance the participation of all key stakeholders in the day-to-day running of the organization, as well as in the delivery of programming activities, the following standing structures/committees have been established within the organization and are functioning effectively:

- **AREA MANAGEMENT TEAMS (AMTs)**

The Area Management Teams (AMTs) are composed of the Regional/Strategic Programme Director, Programme Managers/Coordinators, Finance Officers and other strategic programme staff as deemed necessary. These Teams are responsible for the day-to-day running and coordination of activities of their regions. Once the strategic programme plans and budgets are approved by the SMT, the AMTs work semi-

autonomously and take decisions on their programme implementation without much further reference to the national office in Freetown. The main objective for establishing AMTs is to promote decentralization within the organization and to devolve more functions and authority to regional offices as well as train key staff in leadership.

- **LEARNING AND DEVELOPMENT TEAM (L&D)**

The L&D Team comprises key Programme staff carefully selected as recommended by other staff and constituted for that purpose. The Team coordinates all learning events and takes the lead in carrying out Learning Needs Assessments (LNAs) for staff within the organization. The main purpose of this Team is to make sure that all learning events attended by staff do address their personal learning needs, are relevant to their jobs in enhancing their competences, and can contribute to achieving the project/programme objectives and the organization's goal.

- **COMMUNICATION FOCAL POINTS**

There is a communications focal person in each regional and district office of the organization that serves as a communications focal point. The focal persons assist the Strategic Regional Programme Directors in disseminating information promptly to staff, and soliciting feedback from them where feedback is needed. This is intended to enhance communication within NMJD, and with external audiences.

- **AREA TEAM MEETINGS (ATMs)**

These meetings are held every month at regional/Area level, and are attended by all staff and volunteers of the organization. Staff use these meetings to share information about their work including achievements/successes, challenges, lessons and best practices. These are then fed into the planning process for application. Specifically, these are reflection, sharing, learning and planning sessions for staff.

- **PROGRAMMING TEAM MEETINGS (PTMs)**

The Programming Team comprises all programme staff including Programme Managers, Officers and Animators. But other categories of staff also attend Programming Team meetings to share their work and experiences with them. These meetings are generally meant to bring staff together so that they can reflect on their work, share successes, challenges and best practices, do a critical analysis of the environment under which they work and then review work plans to integrate important emerging issues. The L&D team, which is responsible for all learning processes, is the driver of this process.

- **BOARD COMMITTEES**

The Board of Advisors of NMJD has established four Committees to assist them in the execution of their responsibilities as Board members. The Committees also draw membership from selected NMJD staff based on the relevance of the staff's job responsibility to the mandate of a Committee. The Committees are:

- 1) Executive, Personnel and Human Resource,
- 2) Programme and Strategic Planning,
- 3) Public Relations and Fundraising, and
- 4) Finance, Audit and Institutional Development.

These Committees meet regularly to engage and interrogate issues within their remit, and then make proposals and recommendations to the Board. Minutes of Committee meetings are circulated promptly to all members of the Board and Senior Management Team.

6. SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ● NMJD has committed staffs with different competences and expertise. ● NMJD has long years of experience in working with communities and civil society organizations, hence commands legitimacy. ● NMJD is familiar with the use of various participatory tools. ● NMJD has established contacts with national and international agencies. ● NMJD is familiar with local environment. ● NMJD has some level of advocacy skills. ● NMJD has recognition and legitimacy at national and international level. ● NMJD has contacts with Government Agencies and other Institutions for possible collaboration and advocacy on issues of National interest. ● Has high level of contact and solidarity with the local media 	<ul style="list-style-type: none"> ● Limited skills and, resource materials for effective data management and documentation. ● Means and channels of communication not very effective within the organization. ● Limited resources for the retention and continuous motivation of staff. ● Limited capacity of NMJD to target all sectors and areas of their mandate in response to public demand. ● Lack of adequate resources, equipment, materials and expertise to do adequate research and produce empirical statistical data, package and disseminate information on economic justice and accountable governance. ● Weak and fragmented civil society resource base for effective collaboration. ● Weak capacity to do effective monitoring, evaluation and lesson learning within NMJD and for sharing.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ● International development environment favours work in Accountability and Economic Justice as well as Civil Society Strengthening. ● Existence of civil society organizations/groups and CBOs willing to work in the thematic areas. ● Ongoing review of policies and laws and especially the National constitution. ● Presence of democratically elected Central and local government. ● The presence of donors who are keen on accountability and Good Governance issues in Sierra Leone. ● The inflow of foreign investors in various sectors of the economy. ● The existence of new actors such as social movements, public private/ partnership and business philanthropists enhancing the voice of the voiceless and articulating concerns that are brought to the public domain. 	<ul style="list-style-type: none"> ● Political tensions, and consequently instability. ● Uncertain resource and material base of NMJD. ● Presence of repressive laws that reduce the space for Civil Society functioning. ● Influx of foreign investors whose sole aim is to maximize profit through exploitation of people and the land. ● Unwillingness of local leaders to genuinely collaborate with NMJD to address accountability issues. ● Inability of communities, CBOs and CSOs to speak and act collectively. ● New Actors entering the space where Civil Society Organizations like NMJD operate and compete with them for funds and undermine their capacity to respond to the needs and priorities of communities. ● Increasing donor withdrawal from Sierra Leone ●

7. BUDGETS AND FINANCIAL MANAGEMENT

MANAGEMENT OF FUNDS

In 2006 NMJD developed a Financial Policy And Accounting Procedure Manual which has been used effectively over the years. The goal of establishing the manual is to put in place a comprehensive system of internal controls and operational procedures based on the principle of segregation of duties, for the efficient and effective financial and administrative management of its assets / resources.

It is the responsibility of the management to establish an efficient and effective internal control system. The nature and extent of the system will depend on the nature, size and volume of transactions. NMJD has therefore put in place the following strategies in place;

1. Ensure that all accounting and operational data are accurate and reliable.
2. Have safeguards against fraud, inefficiencies and waste of resources
3. Monitor the extent to which the various programme personnels are in compliance with the organization's policy.
4. Ensure that sound system of control for allotment, authorization, approval and payment of expenditure exists that should be exercised by authorizing, reviewing and approving.
5. Have built in procedures for evaluating the overall efficiency of the operating functions.
6. Put in place procedures for cash management that will include forecasting, disbursing, replenishing and safekeeping.
7. Have a system of budgetary control that will ensure that the approved budget is strictly controlled.
8. Produce time financial reports that will assist management in having the necessary information to enable it keep abreast with the financial and administrative management of the organization and to help management to take decisions.

Therefore to maintain proper financial control there should be; Allotment, authorization, expenditure and payment controls. These controls must be exercised by Authorizing, Approval and Reviewing.

FUND RAISING

NMJD we employ several initiatives to improve resource mobilization and fundraising to reduce its reliance on donor partners. This we include the following: 1. Apply for 3 new grants from donor partners; 2. Set-up a new youth training centre in Kono in which youth will be trained in different skills, mainly computer skills, for a moderate fee; 3. Do consultancies through the L&D Team/Centre in Kenema; 4. Development of landed property in Bo, Kenema and Kono; 5. Rubber plantation for commercial purposes; we can explore possibilities to partner with private investors; 6. Disposal of organization's old assets i.e. vehicles, motor-bikes, etc. as and when the need arises; 7. Increase farming projects at Mbelebu (pilot) and other potential communities; 8. Increase revenue from Diaspora Outreach using ex-NMJD staff now living abroad; 9. Hold four annual fundraising events i.e. business dinners, Dash Cards, Sponsored Walk, etc in Freetown, Bo, Kenema and Makeni; 10. Set up Online Donation system on website; 11. Open stationery shops in Bo, Kenema, Makeni and Kono.

INTERNALLY GENERATED REVENUE

Apart from the external sources of revenue which are largely from donor partners, NMJD has a policy an internal revenue generation strategy. The strategy identifies 3 areas to generate internal revenue. They include:

1. Consultancy: NMJD has huge resource potentials headed and led by the L & D team. NMJD has over the years generated substantial amount of resources through consultancy services.
2. Disposal of assets: A professional technician will advise the organization on the method of disposal of property which has outlived its useful life and is no longer required. These properties are sold to potential buyers to raise income for the organization.
3. Business plan: NMJD will develop a business plan which is intended to get NMJD engaged in some form of agricultural production such as rice, rubber plantation, and vegetables. It is intended that these produce are sold to generate income and sustainability. NMJD will also be engaged in other income generating activities such as setting up and running internet café, stationery shops etc.

8. MONITORING AND EVALUATION OF THE STRATEGIC PLAN

OVERVIEW

The plan has outlined specific output and outcome indicators which will be monitored to measure progress towards achievement of the goal. Hence, collection and analysis of monitoring data will be undertaken regularly by staff in the regional offices across the country and front line officers within the NMJD top management team throughout the duration of the plan. The data will be analysed using a database supported M&E system that would be developed and agreed by both NMJD and partners. Annual review of the plan and an assessment of key result areas at end of implementation will be undertaken by an external evaluator.

CONTINUOUS IMPROVEMENT

INDICATORS OF:

a) Strategic Outcome One

Outcome 1	Performance Indicators	Data sources	Collection methods	Frequency	Person(s) responsible
Enhanced leadership of citizens in communities to recognize and express their own power and agency for creating positive change using their own assets and to demand public structures to be accountable for the stewardship of the nation's resources.	625 (25 people x 25 chiefdoms in 5 districts) community self-help initiatives owned and managed by citizens themselves.	Project reports, activity reports, testimonies, best practices,	interviews, case studies, field visits, focused group discussions, etc.	Semi-annually	Project officers
	625 community/ citizens groups having access to diverse sources of resources.	Project/monitoring reports, testimonies, best practices, feedbacks,	Administration of questionnaires, Interviews, focused group discussions,	Semi-annually	Animators
	625 actions undertaken by citizens to hold public authorities accountable.	Activity reports, , publications, case studies, action research,	Document reviews, interviews, public feedback, CSO conferences,	Semi-annually	Program managers
	Number of interface between government structures, citizens and civil society.	CSO/government reports, action plans, programs, and MDA reports.	Document review, interview, consultative meetings,	Semi-annually	Program managers

b) Strategic Outcome two

Outcome 2	Performance Indicators	Data sources	Collection methods	Frequency	Person(s) responsible
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Strengthened citizens that analyze and engage stakeholders in the Economic Legal Justice Sectors through evidence based coordinated advocacy and public awareness in order to enhance compliance with the policies, laws and agreements in the sectors	625 community/ citizens groups (25 people x 25 chiefdoms) in five districts held 10 stakeholder consultative meetings.	Reports, organizational assessments, CSO profiles, public feedback, and testimonies.	Review of reports, one-to-one interviews, site visits, focused group discussions,	Quarterly, semi-annually and annually	Learning and Development (L&D) Coordinator
	225 (45 per district) CSOs engaged in evidence based research, advocacy and public awareness on economic legal justice issues.	Strategic, Operational and annual plans of CSOs, and reports.	Review of reports, interviews and organizational assessment.	Semi-annually	L&D Coordinator
	225 (45 per district) CSOs engaged in public interest activism to bring about compliance with the policies, laws and agreements in the sectors	Activity reports, CSO profiles, press release, and best practices.	Regional CSO coordination and consultation meetings,	Semi-annually	District Conveners
	Extent to which policies and laws promote equality, fairness and justice.	Government laws, policies, programs, reports and action plans.	Reviews, press release, government reports and public manifestos.	Semi-yearly	L&D Coordinator M&E teams

C) Strategic Outcome Three

Outcome 3	Performance Indicators	Data sources	Collection methods	Frequency	Person(s) responsible
Credible, legitimate and coordinated civil society that works in collaboration and partnership between multiple CSOs and other actors to	140 (10 per district) CSOs organized, coordinated and with a clear leadership framework.	Reports, organizational assessments, CSO profiles, public feedback, and testimonies.	Review of reports, one-to-one interviews, site visits, focused group discussions,	Quarterly, semi-annually and annually	Learning and Development (L&D) Coordinator
	140 (10 per district) CSOs accountable and self-regulated.	Strategic, Operational and annual plans of	Review of reports, interviews and	Semi-annually	L&D Coordinator

develop a Sierra Leone that demonstrates fairness and justice.		CSOs, and reports.	organizational assessment.		
	140 (10 per district) CSOs engaged in public interest activism in social issues to bring about justice and equality.	Activity reports, CSO profiles, press release, and best practices.	Regional CSO coordination and consultation meetings,	Semi-annually	National Convener (NMJD Executive Director)

d)Strategic Outcome Four

Outcome 4	Performance Indicators	Data sources	Collection methods	Frequency	Person(s) responsible
Responsive, accountable and inclusive organization with improved structures and professional staff, reflected in its policies, processes and systems and an enabling learning environment that supports financial sustainability of the organization.	Number of responsive, accountable and inclusive programmes of the organization at community and national level.	Reports (L&D and RMT programme activities) and project action plans and programs	Review of reports, interview, focused group discussion and consultative meetings with staff, L&D and RM Teams	Semi-annually	L&D Coordinator M&E teams
	Number of capacity building initiatives for staff including L&D and RMT and community structures- local councils, Ward Committees etc.) accommodating different categories of people like women, youth, the aged and persons with disability.	Project and Management reports, action plans, Council reports and best practices.	Surveys, interviews, consultative meetings, focused group discussions, checklists, case studies, testimonies.	Semi-annually	L&D Coordinator M&E teams
	Extent to which NMJD is financially sustainable	L&D and RMT reports, action plans, Management reports, Board Finance Committee reports and partnership agreements.	Observation, surveys, interviews, systematic reviews (project/ evaluation/ Management Information System reports), NMJD Assets	Semi-annually	L&D Coordination

MONITORING AND EVALUATION TOOLS

Outcome 1	Collection methods
<p>Enhanced leadership of citizens in communities to recognize and express their own power and agency for creating positive change using their own assets and to demand public structures to be accountable for the stewardship of the nation's resources.</p>	<ul style="list-style-type: none"> • Interviews, case studies, field visits, focused group discussions, etc. • Administration of questionnaires, Interviews, focused group discussions, • Document reviews, interviews, public feedback, CSO conferences, • Document review, interview, consultative meetings,
Outcome 2	
<p>Strengthened citizens that analyze and engage stakeholders in the Economic Legal Justice Sectors through evidence based coordinated advocacy and public awareness in order to enhance compliance with the policies, laws and agreements in the sectors</p>	<ul style="list-style-type: none"> • Review of reports, one-to-one interviews, site visits, focused group discussions, • Review of reports, interviews and organizational assessment. • Regional CSO coordination and consultation meetings, • Press release, government reports and public manifestos.
Outcome 3	Collection methods
<p>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>	<ul style="list-style-type: none"> • Review of reports, one-to-one interviews, site visits, focused group discussions, • Review of reports, interviews and organizational assessment. • Regional CSO coordination and consultation meetings,
Outcome 4	Collection methods
<p>Responsive, accountable and inclusive organization with improved structures and professional staff, reflected in its policies, processes and systems and an enabling learning environment that supports financial sustainability of the organization.</p>	<ul style="list-style-type: none"> • Review of reports, interview, focused group discussion and consultative meetings with staff, L&D and RM Teams • Surveys, checklists, case studies, testimonies • Observation, surveys, interviews, systematic reviews (project/ evaluation/ Management Information System reports), NMJD Assets

REPORT AND DOCUMENTATION

NMJD reporting information may clearly map out the following types of overlapping information:

a) Operational report:

Every end of month area team meetings are held in every office and reports are produced with highlights of key actions and outputs from project activities. The essence of this report is to ensure that data required for reporting to donors, management or the general public is captured in time, verified and improved. This often includes information that response to donor needs, projections for projects development, planned activities, review of previous engagements and assignments/re-assignments.

b) Management report:

The half-yearly institutional reporting format of NMJD is designed to capture information that is required to guide decision-making with regards donor relations, actions that foster learning about organizational practices and goals, impact of interventions, challenges encountered and strategies used to overcome challenges, lessons learnt, integration of new knowledge into programming and implementation and the sustainability plans. The management report may equally be a compilation of area office project reports so as to facilitate the production of an organizational report to the donor.

c) Information report:

Highlights of case studies, best practices and significant change stories should be captured and submitted in a pager (as is the practice already) to the Knowledge Management and Communication (KMC) team or the general public (including media) as the case may require.

EVALUATION

A mid-term review (internal evaluation) will be undertaken after the first 3 years and final evaluation after 5 years. The mid-term review will be a participatory one, similar to the half-yearly reviews but this will be more exhaustive, focusing on progress to date, lessons learnt so far and agreement on action points to improve project delivery over the rest of the project period. The final evaluation will be led by external consultants using a participatory process and the results of the mid-term review will feed into the final evaluation. Findings will be shared with target groups, stakeholders and collaborating organizations.

An audit will be conducted by an external auditing firm at the end of every year. The report will be shared among stakeholders, the board members and management. The report will also be used for improvement of the financial management, administration and procurement systems of the project and implementing partners.

9. RECOMMENDATIONS AND CONCLUSIONS

The development of this Plan was done in a participatory process where the emphasis was on ensuring that it was led and owned by NMJD with active engagement of key staff, Board Chair, Think Africa Institute consultancy and OXFAM International. The process involved a collective action which will be also critical in driving an effective and efficient fundraising and implementation of the strategy. This response will require deeper partnership co-operation and networking at local, national and internationally level in many areas – most notably in creating markets and spurring technology research.

Finally, NMJD will not remain to be the same in the changing operational contexts and at the same time it is difficult to predict the consequences of the change in context with complete certainty; but we now know enough to understand the risks. Taking strong action to remain relevant in Sierra Leone must be viewed as an investment-

a cost incurred to avoid the risks of very severe consequences in the future. It is believed that if these investments are managed well there will be a wide range of opportunities for growth and development in NMJD along the way. For this to work well, we will transform our leadership, improve our systems, diversify our income and harness the remarkable people-power of our staff, our committed Board, our volunteers, our supporters and our constituencies

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2. DEFINATION OF TERMS

1. **Civil society** A term used to describe a wide range of organizations, networks, associations, groups and movements that are independent from government and that sometimes come together to advance their common interests through collective action.
2. **Business model** -A business model describes the rationale of how an organization creates, delivers, and captures value.
3. **Vision** -Outlines what the organization wants to be. It can be emotive and is a source of inspiration. For example, a charity working with the poor might have a vision statement which reads "A World without Poverty."
4. **Key Partners**-The network of cooperative agreements with other people or organizations (including governments) necessary to efficiently offer and distribute the organisation's mission and programmes.

5. **Key Activities-** The main actions which an organisation needs to perform to create its value proposition.
6. **Key Resources** -The physical, financial, intellectual or human assets required to make the business model work.
7. **Value Proposition-** The organisation's mission, its main programmes and brand.
8. **Mission-** Defines the fundamental purpose of an organization, succinctly describing why it exists and what it does to achieve its vision. For example, the charity working with the poor can have a mission statement as "providing jobs for the homeless and unemployed".
9. **Relationships** -The type of relationship the organisation has established or wants to establish with each key beneficiary or donor segment.
10. **Programme-** The method which the organisation uses to achieve its mission or programme activities to the beneficiaries.
11. **Ultimate Beneficiaries-**The target group who the organisation principally aims to reach and serve to achieve its vision/mission.
12. **Channels** -The methods of communication, distribution and sales used by the organization to interface with its customer/donor segments.
13. **Customer/Donor Segments-**The different group of customer and/or donor segments which the organisation targets for its fundraising activities. In this component customers tend to be more related to the merchandising section of the organisation and donors tend to be related to the fundraising section of the organisation.
14. **Revenue** -The income streams, this could be donations, merchandises/sales, investments or other income streams available for the organisation to work on its value proposition.
15. **Costs** -The total expenses which the organisation incurred (or will incur) to implement the agreed activities.
16. **Civil society organisation:** A broad term covering any non-governmental, non-profit organisation working to bring about change in a particular area.
17. **Marginalised** A term applied to groups of people who, due to factors usually considered outside their control; do not have the same opportunities as other, more dominant groups in society. Examples might include people living with HIV/AIDs, refugees, persons in detention or exclusion based on caste, ethnicity, gender, sexual orientation.
18. **Vulnerable** Vulnerability relates to the risk of harm from a future rights violation event or hazard. In emergency work it helps identify who might be at risk and how to minimise that risk. Forms of exclusion that existed before emergencies are often exacerbated during them, and in the relief and rehabilitation phase.
19. **Gender** Gender refers to the set of roles and characteristics that different cultures and social groups prescribe for women and men, girls and boys. It is thus a culturally determined phenomenon that can change over time. All persons are gendered and have a particular gender identity, which frequently falls within a male-female binary, but can also fall outside it.
20. **Gender Based Violence (GBV)** Gender based violence (GBV) refers to any act that is perpetrated against a person's will and is based on gender norms and unequal power relationships. It includes physical, emotional or psychological and sexual violence, and denial of resources or access to services. Violence includes threats of violence and coercion.
21. **Gender inequality** Refers to unequal treatment or perceptions of individuals based on their gender.
22. **Governance** The concept of governance in development work refers to the exercise of political and administrative authority at all levels to manage a country's affairs. It comprises the mechanisms, processes and institutions, through which citizens and groups articulate their interests, exercise their legal

rights, meet their obligations and mediate their differences. (UNDP source) Christian Aid Ireland Programme Strategy 2016 to 2021-23

23. **Inclusion** The method of ensuring that everyone, regardless of gender, age or other dimension of diversity is treated equally and given fair and free opportunity to participate and have influence in decisions and activities which affect their lives.
24. **Power holders** Power is exercised by various people in different ways in any given context. For Christian Aid Ireland, understanding the characteristics of arenas in which different people exercise their power is key to identifying the different entry points for change.
25. **Non state actors** An individual or organization that has significant political influence but is not allied to any particular country or state.
26. **Theory of change** Theory of Change is a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context.

3. ACRONYMS

NMJD	Network Movement for Justice and Development
ABCD	Access Base Community Development
IGF	Internally Generated Fun
RMT	Resources Mobilization Team
L&D	Learning and Development
CSO	Civil Society Organization
MDA	Ministeries Department Agencies
PWD	People With Disability
UNDP	United Nation Development Programs
GBV	Gender Based Violence
SLANGO	Sierra Leone Association of Non-Governmental Organizations
CSF-SL	Civil Society Forum-Sierra Leone
NEW	National Elections Watch
BAN	Budget Advocacy Network
NaRGEJ	Natural Resource Governance & Economic Justice Network
NFHR	National Forum for Human Rights
MRU-CSP	Mano River Civil Society Natural Resource Rights and Corporate Accountability platform
AIMES	African Initiative on Mining and Environment
IANRA	International Alliance on Natural Resources in Africa
MIS	Management Information System
CBO	Community Based Organization
PTM	Programme Team Meeting
ATM	Area Team Meeting
LNA	Learning Needs Assessment
SMT	Senior Management Team
PC	Paramount Chief
MEAL	Monitoring Evaluation Accountability and Learning
SLCTD	Sierra Leone Conference on transformation and Development
OGP	Open Government Partnership
ACC	Anti Corruption Commission
SLEITI	Sierra Leone Extractive Industries Transparency Initiative

HRCSL	Human Right Commission Sierra Leone
MRU	Mano River Union
TOC	Theory of Change
OLD	Organization Learning and Development
ODC	Organization Development Change
YCS	Young Christian Student
DMD	Disaster Management Department
EPA	Environmental Protection Agency
USD	United State Dollar
NGO	Non Governmental Organization
RBA	Right Based Approach
FGHR	Fun for Global Human Right
CCODP	Canadian Catholic Organization for Development
USAID	United States Agency for International Development
DFID	Department for International Development
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
MoFED	Ministry of Finance and Economic Development

4. BOARD OF ADVISORS

Here is a brief presentation of the NMJD current Board of Advisors;

1. Mrs. Manriam Sia Nyuma-Mojjueh:
2. Rev. Fr. Mathew Jusu Kanneh:
3. Mr. Idrissa Koroma:
4. Mrs. Edna Caulker:
5. Mr. Abraham Tom Saboleh:
6. Mr. Abdulai M. Bangura: He lives in Kenema.
7. Mrs. Sarah Umu Sankoh (Nee Mansaray)
8. P.C. Bai Shebora Kasangna II:
9. P.C. Sahr Y.K. Mbriwa II:
10. Mr. Ibrahim Iftoni:
11. Mr. Abu A. Brima: