

NMDHR 2012 – 2017 Strategic Plan



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Acronyms

CICC	Coalition for the International Criminal Court
CSO	Civil Society Organization
DFID	Department for International development
DHMT	District Health Management Team
DMO	District Medical Officer
GDP	Gross Domestic Product
ICC	International Criminal Court
IEC	Information
IMC	Independent Media Commission
MSWGCA	Ministry of Social Welfare Gender and Children's Affairs
NCD	National Commission for Democracy
NEW	National Election Watch
NGO	Non-governmental Organization
NMDHR	Network Movement for Democracy and Human Rights
ONS	Organization of National Security
PPRC	Political Parties Registration Commission
RSLAF	Republic of Sierra Leone Armed Forces
SFCG	Search for Common Grounds
SGBV	Sexual and Gender Based Violence
SLAJ	Sierra Leone Association of Journalists
SLANGO	Sierra Leone Non-Governmental Organization
SLCICC	Sierra Leone Coalition for the International Criminal Court
SLP	Sierra Leone Police
SRH	Sexual Reproductive health
SWOT	Strengths Weaknesses Opportunities and Strengths
TBA	Traditional Birth Attendants
ToT	Training of Trainers
UNICEF	United Nations International Children's Fund
VAW	Violence against Women
VSO	Voluntary Service Overseas

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PART 1.0 Introduction and Background

Network Movement for Democracy and Human Rights (NMDHR) is a coalition of 28 community based development and Human Rights oriented organizations. NMDHR was born in June 2002 and started work in Freetown and Kailahun, in the eastern provinces. We slowly extended our work to neighbouring chiefdoms, then to a number of other districts in the same provinces as a result of the indiscriminate violations and bad governance. The inception followed the official pronouncement of the end to the war. The purpose of the coalition was to alleviate the indiscriminate violation of human rights so as to assist in promoting governments' recovery process and enhancement of peaceful co-existence among its peoples. The coalition is registered with the Ministry of Social Welfare Gender and Children's Affairs and the Sierra Leone Association of Non-Governmental Organizations (SLANGO). In the last decade, NMDHR cooperated with National and International NGOs, political parties and the Ministry of Social Welfare Gender and Children's affairs (MSWGCA) as well as supported communities and traditional authorities in addressing thematic issues in governance and human right.

After ten years of existence, NMDHR is currently operating in four regions (North, East, South and the Western Area). The coalition's strategic areas of work include governance and participation, gender and child protection. In the last decade of existence, NMDHR developed a strategic plan document intended to guide operations of the organization until May, 2012. From lessons learned, coupled with observations made by the Coalition Factory (donor partner), a capacity building intervention was funded by Cord Aid. The intervention was intended to contribute to the organizational sustainability and to increase the potential of their partners to continue developing relevant programmes. During the follow up to the capacity building workshops (strategic thinking, planning and operationalization of strategic planning) held in January, NMDHR choose to chart a new strategy (2012 – 2017) to guide them into the future. The process took the form of a participatory approach. It began with consultations with the partners to identify those partners who are in the process of developing or improving their strategic plans and the needed expertise.

This document presents NMDHRs strategic plan for the next five years (2012 – 2017). It has been developed through a four-day participatory workshop involving staff, board, community leaders, and local authorities e.g. section chiefs etc. The organizations achievements were reviewed, stock taken of the external and internal environments, NMDHR's capacity assessed and the future priorities determined.

This Plan (2012 – 2017 Strategy) is in five parts. The first part provides a brief introduction and background to the process, part 2 presents a background to the coalition and summary of key achievements so far. Part 3 presents, NMDHR's identity while part 4 and 5 presents a scan of the organizations external (including Opportunities and Threats – OT) and internal (Strengths, Weaknesses – SW) environments, and the strategic issues in order of priority, Goal and strategies (outcomes, output and activities) respectively.

PART 2.0 History of the Coalition and Achievements

2.0.1 History of the Coalition

NMDHR became truly operational in 2002, although the idea was conceived few years earlier in the face of bad governance and indiscriminate violations of human rights. The organization started work in Freetown and Kailahun Districts in the Eastern province where the almost twelve year civil war actually started. Several development and human Rights oriented Civil Society Organizations (28 community based human right organizations) came together to constitute the coalition for the purpose of alleviating the indiscriminate violations of human rights and bad governance¹. The coalition was registered with the Ministry of Social Welfare gender and Children’s Affairs and the Sierra Leone Non-Governmental organization (SLANGO)². Since inception, the coalition has worked with National and International NGOs, political parties, the Ministry of Social Welfare Gender and Children’s affair (MSWGCA) to address thematic issues within and between political parties in governance and human right.

In 2006, the coalition acquired an office space in Freetown to accommodate the national secretariat. The coalition then extended its services to four provinces I.e. North, East, South and Western provinces/area. Since the inception, the coalition has been working in three strategic areas including citizen’s participation in Governance, Gender and Child Protection issues intended to promote human rights and democracy.

The coalition worked with political parties in parliament to improve their capacities in policy making so that they can meaningfully contribute to policy making that will affect the lives of the people they represent. The coalition members also worked with established government organs like the Local Councils, the National Commission for Democracy (NCD) and the Political Parties Registration Commission (PPRC). The strategies employed by the coalition in their work are centered on Empowerment, Partnership and Commitment to learning.

2.0.2 Achievements

A summary of key activities and achievements by the coalition between its inception and May 2012 include the following:

Year	Activity	Outputs	Outcomes	Constraints
2012	National Advocacy on Free Health Care Services for rural pregnant women, lactating mothers and victims of teenage pregnancy	<ul style="list-style-type: none"> • Baseline report • IEC materials developed • TOT for DHMT • TBAs trained on SRH rights 	Teenage pregnancy and teenage motherhood reduced Traditional leaders & communities accept to use the service	<ul style="list-style-type: none"> • Traditional views on child bearing • Home compromise on teenage pregnancy cases • Mass illiteracy.
2011-	Leh wi Tok: Creating platform for youths to engage their elected	Youth and Community representatives	Proactive development	Inadequate Logistic support (e.g. mobility

¹ NMDHR-SL Strategic Plan, 2007 - 2012

² Network Movement for Democracy and Human Rights profile – NMDHR Secretariat 2012

2012	representatives on their community's development agenda e.g. poor road network	capacitated to engage their representatives on the development of their communities	committee (s) formed to monitor development activities in Kailahun district.	to monitor development activities in the district)
2009-2011	Pilot phase on violence against women (VAW) in Freetown with Religious Leaders and later extended the campaign to Pujehun, Kailahun & Koinadugu	Religious leaders knowledgeable on VAW	Religious leaders preaching on VAW in their various places of worship	Traditional and cultural values
2008-2010	Conducted campaign on women's right and violence against women	Community's (Kailahun, Koinadugu, Pujehun & Freetown) knowledgeable on women's right and VAW.	Cases of violence against women reduced and their rights to inherit their husbands property after death improved	Traditional, religious (Christian and Muslim) barriers and beliefs
2008	Awareness raising campaign on violence against Women	Awareness raised on violence against women	Reduction in reported cases of wife beating	Traditional belief/ignorance
2007	Participated in developing a code of conduct for political parties	A legal document was developed now used as political party code of conduct or PPRC code of conduct	A level playing field for all political parties enhanced.	Low political party participation, no PPRC, legal aspect
2007	First strategic plan was developed	A five year (2007–2012) Strategic plan developed	NMDHR focused and strategically positioned	Logistic and financial support
2007	Participated in election monitoring in partnership with NEW and funding from DFID and VSO	Civil society trained on how to observe elections	In collaboration with NEW, NMDHR deployed over 1000 domestic observers	Limited logistic and financial support
2006	Brought political parties and electorates together to discuss Political tolerance and participation in politics	Community knowledgeable in political tolerance and participation	Violence free election	Limited Human resource, logistic and communication barriers
2005	Conducted an assessment survey on human trafficking	CSOs and community people knowledgeable on human trafficking (Report on trafficking)	62 human trafficking cases identified in the three kissi chiefdoms in Kailahun	Logistics and communication facilitations
2005	Participated in a forum for African commission on Human and Peoples rights in Banjul supported by CARE Int.	Knowledgeable in how African commission operates, Human Right charter and challenges in the domestication of the Rome statute	Established Sierra Leone Charter for the ICC (i.e. SLCICC) experience in international travel	Limited travel experience and logistics
2004	Monitored and observed the 2004 local council elections	Elections observed and incidences documented	Minimal election malpractices and documentation of electoral events	Human Resources, logistic and financial support
2003	Reconciliation of ex-combatant and non-combatant	Ex-combatants, families & community aware of the need to reconcile	Ex-combatant accepted in their communities	Logistics
2002	Registration of organization (NMDHR)	Gov. grant NMDHR-SL certificate of recognition	Operate at national level	inadequate logistic/finance

Source: NMDHR Strategic planning workshop

However, as a national NGO, the coalition has been limited by funding difficulties. It is still grappling with the challenges to build its own capacity and equip itself to effectively protect and promote human rights in Sierra Leone. NMDHR is still constrained by insufficient donor support which has undermined their programmes and activities.

PART 3.0 Identity of NMDHR

3.0.1. Mission statement

Network Movement for Democracy and Human Right is a coalition of community based civil society and human right organizations. We promote human Rights and Governance issues through advocacy, lobby and campaigns to change the mindset of the people and increase people's participation in governance so that development and peace can take place.

3.0.2. Our Vision

Network Movement for Development and Human Rights (NMDHR) is a credible NGO promoting human rights and democratic values.

3.0.3. Our Core Values

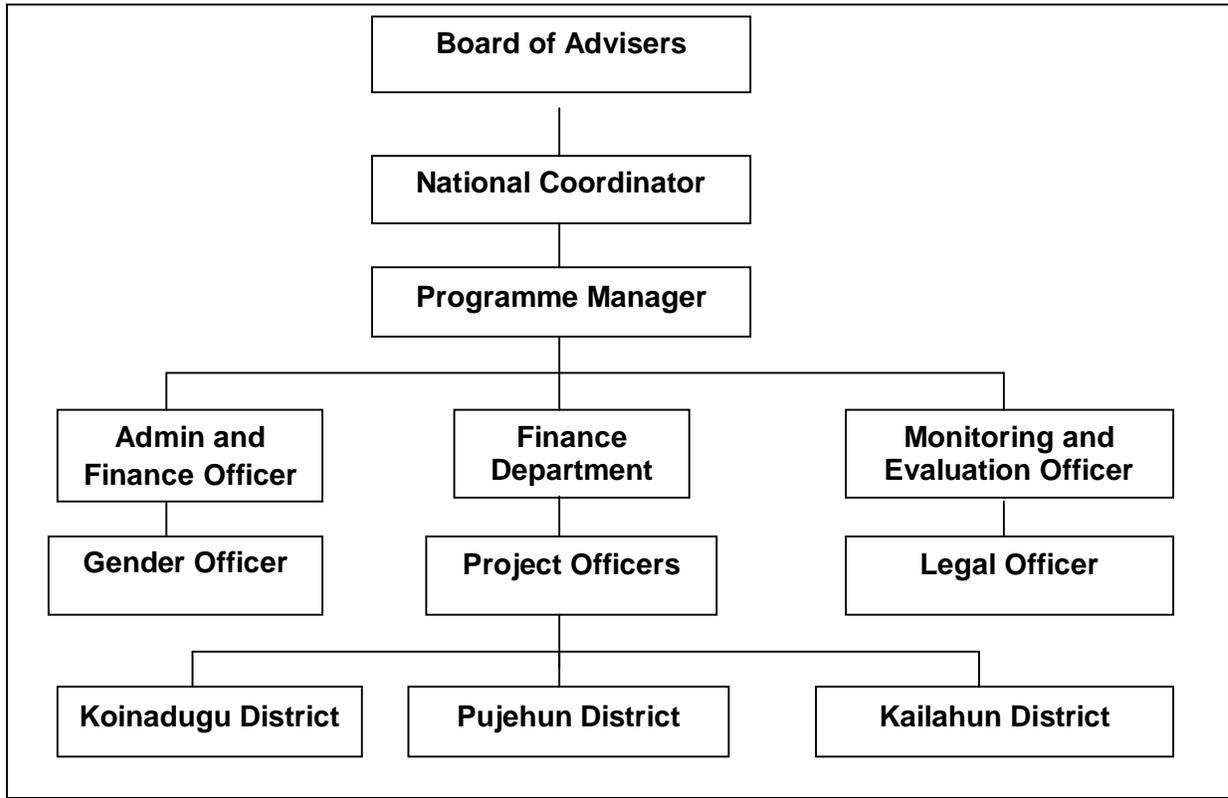
The NMDHR demonstrate the following values:

<i>Respect for gender</i>	Exercise indiscriminate respect to all humans irrespective of age/sex and accord equal opportunity to all
<i>Accountable & Transparent</i>	Embracing honesty/open and sincere in explaining our actions and keep up to expectations
<i>Inclusiveness</i>	Ensures diversity
<i>Tolerant/Accommodative</i>	accommodative and positively collaborating in the performance of assigned duties
<i>Professionalism</i>	Encompassing discipline, dependability, team spirit, expertise and integrity
<i>Committed</i>	Acceptance of responsibilities and willingness for timely performance of assigned duties
<i>Collaboration, truthfulness</i>	Work in partnership to avoid duplication of efforts open and reliable with team spirit

3.0.4. Governance and Management

NMDHR is a membership organization comprising individuals and organizations with a proven record of pro-activeness in promoting human rights and good governance issues in Sierra Leone. The secretariat coordinates the work of the coalition. It is supervised by the National Coordinator while the Programmes Officer oversees the daily operations of the organization supported by a team of Project Officers, administrative and other support staff. NMDHR has a board (5 member board) of advisers who provide advisory support and guidance to the secretariat.

3.0.5. Organogram of NMDHR³

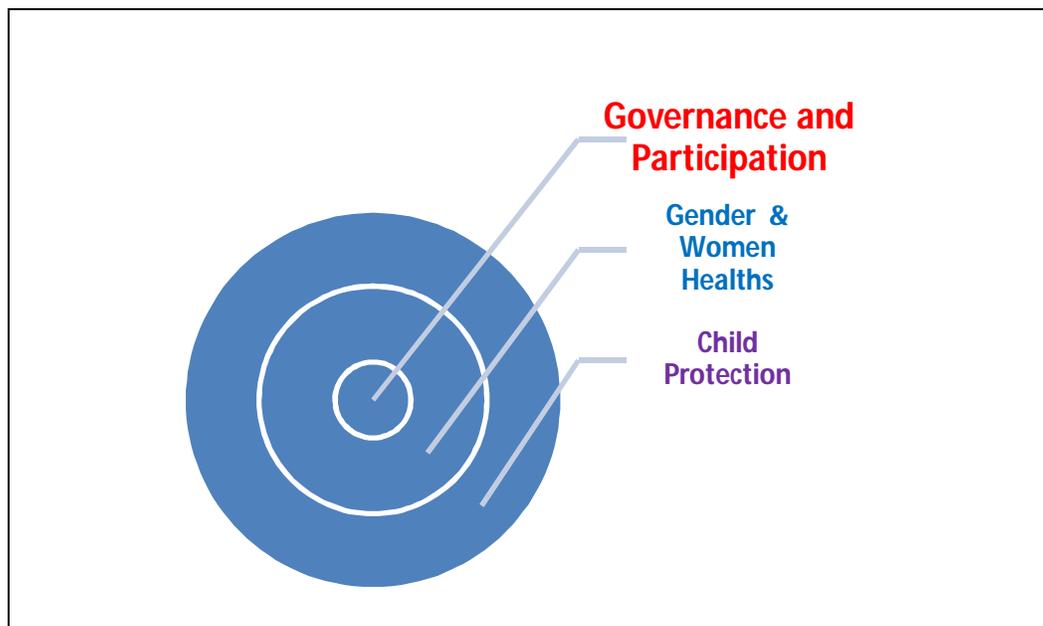


3.0.6. Our stakeholder roles and responsibilities

1. **Line ministries:** Provide expertise; complement and Coordinates activities of development actors and competitors, facilitate referrals and supports, Collaboration and Networking
2. **Traditional rulers:** Provide space for the work of NMDHR, Supports our activities and ensures sustainability
3. **Personnel:** Manage the day-day affairs of the project (implementation)
4. **Board:** Advisory role
5. **Donors:** Provides funding and technical support

³ Network Movement for Democracy and Human Rights Strategic Plan 2008 -2012

3.0.7. Core Programme Areas⁴



Source: NMDHR Strategic Plan 2008 -2012

3.0.8. Our competencies/Strengths

We are recognized by our partners, have a presence (based/office) in target communities and we use community friendly approach –a no cost approach, to deliver quality programmes (accountable, inclusive) facilitated by trained and experienced personnel in governance, participation, and human rights. We have good working relationship with our partners and are familiar with the culture and practices of the communities we work.

⁴ Network Movement for Democracy and Human Rights Strategic Plan 2008 -2012

PART 4.0 Situation Analyses

4.1: Our External Environment

Our external environment extends nationwide. However, some of the most pertinent aspects and how they impact our work are discussed below:

4.1.1: Economic Environment

Sierra Leone is a country nurturing a young democracy with a weak economy which is beginning to rejuvenate. The per capital income levels and gross domestic products (GDP) are also low. Sierra Leone has one of the highest adult literacy rates in the sub region and the world. The country is rated as one of the poorest with poor infrastructural facilities.

There is a high rate of unemployment. The youths constitute a high percentage of the population a majority of whom are unemployed while commercial sex is on the increase. For the employed, salaries are low and often delayed. The percentage of low income earners is relatively high and very many people are poor and unemployed. The situation has led to increased migration of mainly the work force (youths) in search of greener pastures. A number of the youths have moved from rural communities to bigger cities and across the border into neighboring countries (Liberia and Guinea) in search of employment. Because of the high unemployment, most people are not able to access proper/good housing, education and health which are relatively expensive although the government has introduced a free health care service for pregnant women, suckling mothers and under five children.

The standard of living of the people is low. The global economy, financial crisis, the rising food price and inflation are bound to affect development aid leading to further deterioration in the economic situation. A majority of the target beneficiaries are subsistent farmers. The situation is further worsened by the poor road network, a major factor that influences the low returns from their harvest. Furthermore; the prevailing economic situation poses implications for the future of the coalition.

4.1.2: Political Situation

NMDHR was born, following the end of the civil war in 2002. Sierra Leone has since had two general and two local government elections. In the same period, we have envisaged political pluralism. Similarly, it has been observed that there is increase in intolerance among the different political parties. There is pluralism of the country on party lines accompanied by political violence. Peoples attitude towards politics is negative characterized by non political tolerance as the slogan goes "*my area or strong hold*" of a political party. Despite government has declared commitment to having 30% of women in politics, action is yet to be taken on this imperative recommendation. There remain low level of youth and women's participation in politics (e.g. there are 14% of women in parliament) and decision making that affects them. The youths and young adults make

up the greatest part of bread winners in our societies and constitute the work force of the population. A majority of them go out to ensure a livelihood for their families, either by farming, trading or working in some kind of employment. In times of political tension, they are often misused. When elections are over, there are very few jobs for them. As they have themselves and their families to support and job opportunities are few, crime rate is bound to increase.

Another crucial contributing factor to this situation is that the role of the media commission (IMC) and SLAJ are not very clear. The media houses are divided along political lines while the operational mandate is not respected by the parties. There is a lack of knowledge on human right acts and policies. Similarly, the human right organs including the parliamentary human rights committee, the parliamentarians for global action are dormant while the (HRCSL) has weak capacity and a lack of adequate mechanism to fight it.

The national court systems are slow characterized by frequent adjournments. Customary laws even though archaic, are still in use. Its method of implementation has resulted into cruelty and injustice to the beneficiaries and to a large extent promotes domestic violence. Similarly, it acts as a barrier to getting valuable information for NMDHR hence adding more pressure on our staff in the communities.

4.1.3 Health Situation

The Government of Sierra Leone is committed to the United Nations Millennium Development Goals with specific focus on goal 4 (reducing child mortality) and 5 (Improving maternal health) as well as the strategies for each of the related goals. The government with support from international partners have renovated and constructed new health facilities including hospitals/health centers and proper storage facilities in communities' country wide. Sierra Leone has established a network of health centers and clinics throughout most parts of the country. Although these are numerous, they are not particularly providing quality service, services are inaccessible, and inadequately stocked with basic medicines, under staffed (e.g. in the 14 chiefdoms in the Kailahun District, there are only two trained and qualified medical doctors and one road worthy ambulance for the referral in the district while record keeping is poor or improper.

The situation has resulted into poor health management system and service delivery including late referral of cases. Communication between nurses and hospital management is poor. Drug distribution system is impossible, weak and does not benefit the actual targets. The poor nature of the roads network and the fact that some of the communities are inaccessible in the wet season makes the situation worse off. This situation has and continues to pose series of implications for the beneficiaries including the lack of drugs in the health centers or units. Record keeping for the drugs distributed is poor and access to information from the hospital set up is difficult while key hospital management personnel are difficult to access (example the DMO).

4.1.4 Education

In Sierra Leone, education is legally required for all children. However, there is a shortage of school infrastructure and teachers which has made its realization difficult. The civil war which was officially declared ended in 2002 resulted in the destruction of over one thousand primary schools mostly in the remote communities. Over 50 percent of the school-age children were out of school. The situation has improved considerably since then with primary school enrolment reportedly increasing by more than 50 percent and the reconstruction of many schools since the end of the war.

The population of Sierra Leone continues to increase with the youth population representing over 50 percent. Despite the rehabilitation, extension and or construction of more schools (facilities). Classrooms are often overcrowded with low teacher motivation. There are inadequate teaching and learning materials, while a high number of the teachers are untrained and unqualified. A majority of school management committees are not functional. Most of the management boards (e.g. in Kailahun district) do not have the requisite human resource. The school managements are weak and have no school development plans in place. There is a high rate of school drop-out, youth violations and unemployment, teenage pregnancy especially among rural girls resulting into high dropout rate among the girl child and poor performance in public examination. The high rate of teenage pregnancy has direct implication for NMDHRs work. In recent times, NMDHR received overwhelming teenage pregnancy cases in Kailahun district alone.

4.1.5 Security Situation

The security situation in the target communities are generally sound, partially safe and supported by police community partnerships (community policing). The relationship between civilians and security personnel (police partnership board) is healthy. There are intermittent crime rates including domestic violence such as economic and physical abuses; sexual and gender based violence (SGBV), property inheritance right cases (e.g. cocoa plantations and household properties) etc. Court cases are delayed and justice strangled. There is no resident magistrate in some districts including the Kailahun district. The local court acts are not interpreted correctly. The borders are porous and communities on either side influence each other as well as share common characteristics. In Kailahun alone, there are over 50 known border crossing points to Guinea and Liberia.

The prevailing situation has implications for the targeted beneficiaries. It has contributed to increased poverty, disregard for the rule of law, increased domestic violence e.g. wife beating, rampant child abuse cases such as rape, early marriages and increased teenage pregnancy. On the other hand, NMDHR have to work under stringent security risks in porous border areas with unpredictable security apparatus (i.e. RSLAF, SLP, ONS, Guinean security etc). The implications are further compounded by the absence of the local court and or resident magistrate in our operational areas. Similarly, the trust or positive perception of the community people towards NMDHR, has left them relying on

NMDHR staff (peace monitors) to resolve land and other property conflicts and domestic violence include bearing extra pressure on the organization.

4.1.6 Tradition and culture

Traditional beliefs and practices are respected in many communities including our target communities. This situation is affecting development in a number of ways. There are a number of polygamous marriages and homes. Gender discrimination is common. Youths and women are marginalized and have no voice in decision making in their communities.

The tradition and cultural practices in our operational districts influenced participation. Women are not involved in decision making. In some districts especially the Northern region, women are reportedly excluded from leading (e.g. contesting chieftaincy positions). Women are not allowed to speak freely in public hence limiting their participation. The culture and tradition, limits our access into the communities and are in conflict with our values, national and international legal standards (i.e. the constitution of Sierra Leone, Universal declaration of Human Rights etc) which we use to do our work.

Critically searching our operational environment, threats and opportunities are evident:

4.1.7 Threats

Several issues and circumstances outside the control of the coalition affects our work and or does not promote democracy and human right

<ul style="list-style-type: none"> • Bad Road Network • Tradition and cultural practice • Political Interference • Donor fatigue • Bad climate (e.g. heavy rains) 	<ul style="list-style-type: none"> • Epidemic attack • Slow implementation of policies by government • Boarder dispute • Politicizing every issue
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4.1.8 Opportunities

In spite of the many threats posed to our work, several factors do favor our work towards the promotion of human rights and development as follows:

<ul style="list-style-type: none"> • NETWORKING - working with other NGOs • Friendliness of our approach • Having a donor 	<ul style="list-style-type: none"> • Political Will • Capacity building support by Cord-aid. • Beneficiaries confidence/trust in NMDHR
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4.2 The Internal Environment

Critically searching our internal environment, the coalition has certain strengths and weaknesses as shown in table ... and ... below:

4.2.1 Strengths

<ul style="list-style-type: none">• Good at working with women• Vast experience in Women's empowerment and Human right issues• Gender sensitiveness• Staff willingness to work	<ul style="list-style-type: none">• Timely implementation of programmes• Available Human Resource• Strategically focus• Partnership with other organizations
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4.2.2 Weaknesses

<ul style="list-style-type: none">• Limited technical knowhow• Management problem• Limited donor base• Lack of Innovation• Staff inability to meet time line• Lapses in Administration• No operational guide.• Generating Data Base• Late reporting• No proper filing system• Poor networking among staff and other organization• No clear defined roles and responsibilities among stakeholders• Poor communication• No regular meetings (stakeholder)• Poor planning and slow decision making• Slow liquidation system

5.0 Our Strategic Priorities

Given the situation described above, the prospects for the future are mixed: some situations will develop to create favorable conditions for our vision to be realized. The same situation may also develop conditions which will militate against the fulfillment of our vision. The challenges are many but have been prioritized to reflect those with the greatest potential to impact on our vision. Our key priorities in the next five years are shown below in order of priority:

Challenges	Issues
Misplacement of justice	<ul style="list-style-type: none"> • No proper judgment or bias verdict in court because of political influence • Limited or no residence magistrates • Limited awareness on court proceedings • Fear of the courts • Outdated laws in the local court system • Lack of confidence in the judiciary system • Archaic laws still exist in our law book. • High number of backlog cases • Frequent adjournment of cases before the courts
Health care services	<ul style="list-style-type: none"> • Government has introduced free health care service for pregnant women, suckling mothers and under five children • Inadequate drug distribution to the health centers • High rate of maternal mortality • High rate of maternal and infant mortality • Low community awareness on available health services • Lack of drugs in the health centers or units. • Record keeping is poor e.g. drugs distributed • Access to information from the hospital set up is difficult • Key management personnel e.g. DMOs are few and difficult to access • Health facilities are under staffed • Poor referral services (Kailahun district has only one road worthy ambulance)
Organizational development	<ul style="list-style-type: none"> • Donor fatigue • Inadequate financial resources to meet activities of project • NMDHR board is not functional • Inadequate staff capacity building • Misuse of technology • Poor collaboration between NMDHR and parliamentary human rights committee • Some staff not capacitated in human rights and administration • Inadequate source of funding for NMDHR
Women empowerment and Governance	<ul style="list-style-type: none"> • Fewer women in politics • Violence against women • Lack of political tolerance for youth and women • Domestic violence against women and children • High rate of violence caused by youths
Human rights and conflict resolution	<ul style="list-style-type: none"> • Teenage pregnancy • Early marriage • There is a lack of knowledge on human right acts and policies • Low retention rate in schools by the pupils • Rampant child violation and abuse cases • Non-existence of family court and child panel • High rate of criminal abortion by unqualified doctors • Poor educational service delivery. • Weak capacity of the HRCSL

6.0 Our Goals and Strategies

In order to achieve our vision, we will concentrate on six strategic areas

Priority	Goal	Outcome	Output	Activities
High maternal death & Infant mortality	To reduce the high rate of maternal death and infant mortality	Maternal death & Infant mortality rate Reduced	Communities knowledgeable of the risk of maternal death and infant mortality	<ul style="list-style-type: none"> • Advocacy and sensitization campaign • Facilitate community theatre/drama on the needs and advantages of regular clinic attendance for pregnant women
			Essential drugs in the hospital	Engage the Ministry and other appropriate authorities
			Conducive working relationship between the TBAs and Nurses	Facilitate awareness raising through trainings stakeholder meetings and teambuilding interventions and advocacy
			Community knowledgeable on family planning	Awareness raising and sensitization through radio jingles, film shows, audio visuals (family planning message posters) and engaging youths and family life education clubs
			Child bearing age women and partners are Knowledgeable of the relevance of regular hospital attendance & proper drug intake	Advocacy and sensitization through community visitation and radio jingles and film shows in clinics or health centers.
			Communities knowledgeable that rape is a chargeable offence that can be prosecuted	Awareness raising and sensitization seminars. Radio jingles and IEC materials
			Knowledge of the existence of byelaws about criminal abortion	Advocate and engage teenagers and sexually active youths into family life education clubs.
			Well trained and qualified health workers	Work with the Ministry of Health and the relevant stakeholders
			Improved condition of service of health worker	Advocate for better conditions of service for staff in remote areas

Issue	Goal	Outcome	Output	Activities
Organizational development	To improve the Organizational and Institutional capacity of NMDHR	Organization strength and Institutional capacity enhanced	Functional board constituted and active	Re-establish and constitute the Board of Advisers; Orientate board on roles and responsibilities.
			Organizational systems reviewed and recommendations made for improvement	Organized stakeholder meetings consultations Organizational Review (operational systems, structures) consultancy Restructuring interventions
			Operational guides developed and approved	Staff manual, financial and management policies are developed/reviewed and enacted by the board
			Adequate equipment and working materials procured	Conduct institutional needs assessment define NMDHRs needs and source funding
			Staff are capacitated	Identify staff capacity gaps (i.e. conduct staff appraisal), design relevant training packages and facilitate the requisite trainings Develop a manpower plan and operationalised
			Staff have improved conditions of service	Make projections for the improvement of staff conditions Secure funding/fund raise and support the proposed Improvement (e.g. staff training) Fund exchange visits, information or experience sharing workshops.

Issue	Goal	Outcome	Output	Activities
The judiciary and justice system	To maintenance law and order under a credible Judiciary Management system	The judiciary and justice system improved	Number of backlog cases and adjournments are verified and documented	<ul style="list-style-type: none"> • Monitor and Evaluate courts proceeding and case management • Facilitate public consultation on customary laws and their application
			Updated laws in place	Assess relevant customary law and its application in collaboration with the low reform department and make recommendations for improvement
			Laws are reformed	Examine customary laws, their implications for the communities and Make appropriate recommendation for improved access to justice
			Courts monitored	<ul style="list-style-type: none"> • Organize and operationalise Court Monitoring systems • Develop a monitoring frame to monitor the courts and proceedings
			Communities knowledgeable of the legislation and policy on legal aid	Sensitize communities on the legislation and policies on legal aid
			Human rights CSOs are knowledgeable in court monitoring and judiciary proceeding were necessary and make comments	CSO formed into a coalition to monitor court activities in their respective target communities

Priority	Goal	Outcome	Output	Activities
Violence, women's participation and political tolerance	To empower women to participate in governance and decision making	Women's participate in decision making improved and domestic violence reduced	Gender laws functional	<ul style="list-style-type: none"> • Review existing policies and laws • In collaboration with other development agents, develop proposals for the elimination of legal and policy impediments • Communicate the three gender laws to beneficiaries in target communities • Identify and organize CSOs and development/Gender related agencies into a coalition
			Women are Knowledgeable of their rights and responsibilities	Facilitate sensitization and awareness raising interventions seminars meetings
			Women's participation in politics has improved	<ul style="list-style-type: none"> • Facilitate advocacy and public campaigns targeting all stakeholders to strengthen political tolerance and participation across the board • Organize training for women in political participation and leadership
			Political tolerance is enhanced	<ul style="list-style-type: none"> • Advocate for the passage/adoption of reform proposals • Facilitate consultative meetings with stakeholders to enhance political rights and tolerance • Strengthen community awareness on participation in national affairs

Priority	Goal	Outcome	Output	Activities
Teenage pregnancy and Poor educational service delivery	To promote child right (the right to education).	Child rights is respected and protected	Knowledgeable about the right of the child to education and hazards of teenage pregnancy	<ul style="list-style-type: none"> • Sensitize communities on 'child right act' with emphasis on their right to education etc • Facilitate advocacy and sensitization (e.g. child labor & teenage pregnancy) • Recruit community HR representatives to observe and document human right abuses
			Mothers club (s) established and functioning	Facilitate the formation of a mothers club, and capacitate them in group dynamics advocacy and the child right act to seek the welfare of women and children
			FLE introduced as part of school curriculum	Facilitate advocacy and sensitization of stakeholders of education for the inclusion of FLE as a cross cutting subject in the curriculum
			Preventive facilities are available	<ul style="list-style-type: none"> • Facilitate awareness raising on family planning facilities and outlets through radio jingles and public campaigns • Identify service providers to create family planning outlet within the targeted communities
			Trained and qualified teachers with improved conditions of services recruited in schools	<ul style="list-style-type: none"> • Support school boards and management committee to facilitate recruitment of qualified teachers • Secure funding and improve conditions
			Children removed from work situations and enrolled into formal school	<ul style="list-style-type: none"> • Conduct survey of children of school going age in work situation • Remove children from work situation and enroll into school
			SMCs improved and functional	Capacity building and follow up

Participants List

Network Movement for Democracy and Human Rights Strategic Planning Workshop

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Next steps

As a follow-up to this planning, the following activities are envisaged

Activity	responsible	Timeframe
1. The Senior management familiarizes themselves with the content of plan	Director and Coordinator	November 2012
2. Executive director to contact Mr. John Kanu to provide technical support in developing a monitoring framework for the effective implementation and monitoring of the plan	Programme Manager	November 2012
3. The Board considers discussing the plan and its priority areas and give authority to the executive to implement plan	Coordinator and Director	December 2012
4. The executive to disseminate content of plan to stakeholders as well as clarify strategies, roles and responsibilities	Programme manager	December 2012