

**NETWORK MOVEMENT FOR JUSTICE AND
DEVELOPMENT (NMJD)**

**ANNUAL NARRATIVE REPORT
(January – December 2006)**

FREETOWN 2006

Glossary

No	Acronym	Meaning
1.	AFRODAD	African Forum and Network on Debt and Development
2.	CFTC	Canadian Feed the Children
3.	CAFOD	Catholic Agency for Overseas Development
4.	CORNET-SL	Community Radio Network Sierra Leone
5.	CJM	Campaign for Just Mining
6.	CSAP-SL	Civil Society Alternative Process Sierra Leone
7.	DACO	Development Assistance Coordinating Office
8.	DTT	District Task Teams
9.	DELTA	Development Education and Leadership Training for Action
10.	DFID	Department for International Development
11.	D&P	Canadian Catholic Organization for Development and Peace
12.	EIA	Environmental Impact Assessment
13.	EITI	Extractive Industries Transparency Initiative
14.	ENCISS	Enhancing the Interaction Between Civil Society and the State
15.	GCAP-SL	Global Call to Action Against Poverty Sierra Leone
16.	GTZ	German Technical Cooperation
17.	HIPC	Heavily Indebted Poor Countries
18.	IMATT	International Military Assistance Technical Team
19.	KHL	Koidu Holdings Limited
20.	MCSL	Methodist Church of Sierra Leone
21.	MDAs	Ministries, Departments and Agencies
22.	MDGs	Millennium Development Goals
23.	NACE	National Advocacy Coalition on the Extractives
24.	OA	Organizational Assessment
25.	ODC	Organization Development and Change
26.	SLPRSP	Sierra Leone Poverty Reduction Strategy Paper
27.	STIs	Sexually Transmitted Diseases
28.	UNAMSIL	United Nations Mission in Sierra Leone
29.	UNHCR	United Nations High Commissioner for Refugees
30.	WTO	World Trade Organization

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Introduction

The Network Movement for Justice and Development (NMJD) developed a five-year strategic plan (2006-2010) in the last quarter of 2005. The process started end of August 2005 with a strategic review followed by a validation session in which NMJD's staff, Board of Advisors, partners, community representatives and other stakeholders actively participated in hearing and validating the findings of the review. The review process was led by EDRA Consultants. The review was immediately followed by the development of the strategic plan. The new strategic plan whose implementation started in January 2006 focuses on transformation and sustainable livelihoods.

The new strategic plan has several and varied implications on staffing and staff welfare including salaries, allowances and other conditions of service, programmatic areas, capacity building, monitoring, needs assessments and geographical coverage. In the effort to address some of these implications as well as to reposition the organization enough to face the new challenges, several changes/improvements were effected, key among them was the change of nomenclatures of particularly senior personnel of the organization and the scaling down of programmatic areas from seven to four.

However, these changes/improvements do not in any way lead to any fundamental shift from the organizational and operational objective of the organization which is firmly rooted on the foundation of the preferential option for the poor.

The year 2006 is in many respects a successful and eventful one for the Network Movement for Justice and Development (NMJD) as an organization. It marks the end of the successful implementation of the first year of the new five-year strategic plan. The Organization Development and Change (ODC) process which started in 2004 to respond to capacity needs and the rapidly changing environment in the country was also successfully anchored in 2006 with several activities organized across the country for staff, partners and beneficiary communities. An intensive Organizational Assessment (OA) was undertaken followed by the development of the Organization Development and Change plan. All of these activities were accompanied and facilitated by the UK-based Learning and Change Initiatives and Transform Africa. Information gathering and baseline surveys were carried out by key programmes and the information generated was fed into NMJD's five-year strategic plan.

However, the overall focus of NMJD's programmes throughout the year remained the same. The programmes were designed to address the vexatious issues of poverty and inequality. In order to continue to effectualize this creed, NMJD developed its own definition of poverty to mean: *"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 fulfill its obligations to the people"*. These are challenges that have assumed national and global proportions as evidenced by the flurry of activities lined up by civil society including faith-based organizations in both developed and developing countries to end the scourge of poverty.

The local chapter of the Global Call to Action Against Poverty (GCAP), headed by NMJD as coordinator, organized several activities in the country to mark the Month of Mobilization against Poverty in September and October. These activities shared common themes that bordered on poverty, trade policies and debt. The various programme activities of NMJD were therefore

designed to either promote capacity building and policy advocacy, peace building, skills training, support to agricultural activities, coalition building and networking or democracy and good governance at the local and national levels. Most of these activities were jointly planned and implemented by NMJD, its coalition partners and the beneficiary communities.

Some of these activities have made the difference in the lives of many people. It is these successes and impacts which our work has created that we attempted to capture in this report. We are fully aware of the fact that it could be too soon to evaluate the impact of our work, especially in the area of advocacy where concrete changes are more felt and appreciated in the long-term than in the short-term. But there are some changes that have already manifested themselves.

At the national level, there are no fundamental developments or marked improvements in the livelihoods of especially the poor; they still continue to struggle to eke out a living. Overall, the economic and social conditions of the vast majority of Sierra Leoneans do not see any improvement; prices of basic foodstuffs and other essentials like fuel are on the rise, roads are appalling and hazardous, electricity supply is erratic and unreliable whilst corruption continue to rock the public service delivery pipe and take its toll on livelihoods of poor people. The political temperature, on the other hand, is advancing to a boiling point ahead of the 2007 Presidential and Parliamentary elections. These are some of the critical factors that determine our work as an advocacy and development organization whose creed is rooted in the preferential option for the poor.

We take this opportunity to acknowledge and register our appreciation to the Board, management, coalition partners, donors, beneficiary communities and the Government of Sierra Leone for their support and cooperation which made it possible for us to do what we did in 2006. We look forward to more collaborative partnership and support in 2007.

General Operational Objectives

- To strengthen existing community development structures that will spearhead development initiatives in NMJD operational areas
- To support civil society coalitions/networks at district and chiefdom levels on the national budgetary processes
- To strengthen and support independent civil society monitoring structures to enhance government's accountability and transparency
- To continue to sensitize the populace about socio-economic justice issues and carry out regular appraisals of HIPC and other public resources in collaboration with other organizations
- To encourage and support civil society groups to advocate for government's equitable distribution of national resources and to ensure just mining in the extractive sector
- To strengthen/enhance the capacity of community structures/coalitions to undertake effective advocacy campaigns on issues of trade, good governance and democracy, gender and HIV/AIDS and human rights at community and national levels.
- To facilitate and enhance the creation of community economic capital base.
- To intensify the practice of alternative dispute or conflict resolution mechanisms in all NMJD operational areas.
- To stimulate and support the review, formulation and implementation of pro-people policies in order to ensure a favourable investment climate in agriculture, mining and trade and the environment.
- To facilitate the creation and/enhance the capacity of existing youth coalitions for effective advocacy, promotion of awareness and response to HIV/AIDS prevention.

- To integrate and mainstream gender justice and human rights principles into families and traditional community structures in NMJD operational areas.
- To ensure effective coordination of all programmes and to facilitate the recruitment and deployment of staff, timely financial allocation of funds and proper accountability.
- To promote and ensure the implementation of NMJD policies on the general operations and implementation of programmes and project activities.
- To facilitate collaborative linkages through networking and partnering for advocacy in promoting and addressing national development issues
- To promote the use of participatory tools in advocacy and community development.
- To facilitate the rehabilitation, construction and proper maintenance of community infrastructure in NMJD operational areas.
- To facilitate and develop effective coordination, monitoring, reporting and information dissemination mechanisms at community and national levels on national and international economic, social and political policies.
- To carry out participatory baseline surveys and needs assessments in operational areas
- To carry out/commission thematic research on issues of human rights, public service delivery, governance, etc
- To motivate members of staff in order to enhance effective and efficient output to meet set targets.

Overview of Outcomes of Activities Undertaken

The first half of the year saw NMJD putting in place systems and structures that would effectively respond to its new strategic direction as outlined in the 2006-2010 strategic plan developed in December 2005. But this is not to say that activities were not carried out. The Area Teams implemented several activities that did not only create some amount of impact on the operational communities, but also laid the foundation for effective programme implementation in the second half of the year.

The continuous sensitization on the essence of peaceful co-existence and other conflict-related issues led to both chiefs and subjects to admit that embezzlement of public resources and levying of heavy fines by the former were major root causes of conflicts at the local and community levels. This followed a comprehensive documentation of cases on the issue by NMJD. At Sawula, chiefs admitted to misappropriating funds meant for local youth projects and volunteered to pay back what they misappropriated to the youths. The chiefs at Mokowu also took the same action. This has led to improved relationships between youths and chiefs in these communities.

After engaging community structures on their roles and responsibilities, Village Development Committees (VDCs) and volunteers have increased their involvement in development programmes like health and sanitation, waste/garbage disposal and road maintenance and construction. At Dassamu, a committee comprising ten people (5 men, 5 women) was set up to take the lead in the construction of the road stretching from Semabu Folobu to Mokowu. Out of their meagre resources, the community raised Le1, 450,000 (about US500) for the project; they then approached the Sierra Leone Roads Authority to provide them with technical assistance. The road is now contributing to community development by improving the movement of goods and services to markets.

There was a reawakening of the spirit of collectivism between and among communities, a critical requirement for building strong social networks. Communities and individuals within communities patronized each other in times of funerals, naming ceremonies and other social functions by not only contributing money and foodstuffs, but actively participating as well as. The role of women in sustainable community development was also realized as evidenced by the unanimous decision to include an appreciable number of women in all community development structures; Gelehun community had already taken the lead in this area.

NMJD followed closely the entire process of constituency boundary delimitation carried out by the National Electoral Commission (NEC) in preparation for the 2007 Presidential and Parliamentary elections. This would help NMJD and its beneficiary communities to play a more active role in the forthcoming elections, considered by many people to be the most critical in the history of independent Sierra Leone. The NEC has demarcated the country into 112 constituencies and created 2,742 registration/polling centres for the purposes of the forthcoming elections

Meanwhile, through sensitization and political education, people in operational communities have started raising salient issues for improved governance. Key among these issues were calls for Members of Parliament not to be elected unopposed because it would lead to such MPs not working in the interest of the people, the election of Paramount Chiefs not to be left in the hands of few people (tribal authorities) as this system is undemocratic and denies community people the right to choose their own leaders, Paramount Chiefs to be elected on the basis of competence and proven ability to perform, rather than on the basis of inheritance (ruling house) or political appointment/imposition. These are critical issues that no one ever thought of discussing publicly.

Sensitization on teenage pregnancy, rape and domestic violence in refugee camps increased the confidence level of victims and their relatives to report cases of rape and domestic violence to designated centres in the camps; 53 such cases involving children below 18 years were reported and documented. In all of this, victims received frontline medical treatment at the camp-based clinic and later referred to the Government hospitals in Bo and Moyamba as well as the MSF referral centre in Gondama and the IRC/GBV sexual assault referral centre in Kenema where they received further treatment.

Skills and knowledge of staff and community members in carrying out risk assessment using the Sustainable Livelihood Frame was enhanced as evidenced by the number of activities organized to replicate the exercise in other operational communities without the supervision of resource persons and facilitators from NMJD.

Programme staff of NMJD participated in the training workshop on Sustainable Livelihood Assessment tools and methodologies. The second component of the training saw staff carrying out participatory Sustainable Livelihood Assessment (SLA) in Kono district for the Mining and Extractives programme and in Kenema district for the Youth Empowerment programme. The Governance and Accountability programme also carried out an information gathering exercise on the health and education sectors in the western area, Kono and Bombali districts as well as the development of ward profiles

NMJD continued to work closely with several coalitions and networks on diverse thematic areas at all levels as well as with many agencies and NGOs. These engagements helped to increase the knowledge of NMJD staff on issues of human rights documentation, monitoring and reporting, working with paralegals, budget and policy advocacy, trade policies, etc. Also, NMJD's collaboration with Methodist Church Sierra Leone in conflict transformation enhanced learning and sharing of experiences from different parts of the country and broadened coverage of the conflict transformation approach.

After reviewing operations of the Youth Empowerment Programme, it was realized that both staff and programme activities were thinly spread in the three districts in the eastern region; this had some adverse consequences on effectiveness and impact. It was then decided that the programme should be concentrated in the Kenema district, but using the already existing structures to continue to maintain linkages with the other districts in the region. This has enhanced the visibility of the programme in the district in terms of timely and effective

programme implementation and supervision by programme staff as well as improved coordination and interaction.

Despite the phased-out of the youth programme from Kono district, the elections of officials for the Kono District Youth Coalition were guided to a peaceful and successful conclusion by NMJD staff. This was a very sensitive issue that many people in the district believed could result to serious conflict that would disrupt every facet of life. But with the involvement of NMJD, the elections went on peacefully and the outcome accepted by all factions. There is now effective collaborative partnership between youths and the local councils to promote development initiatives and to strengthen peace and security.

12 physically challenged youths were placed in skills training centres in Kenema and Blama where they are undergoing training in tailoring, decoration and painting, blacksmithery, electronics repairs and hair dressing. The 12 trainees comprised four blind, four polio and four amputees. Meanwhile, six physically challenged have successfully completed training programmes in hair dressing, computer studies and decoration and painting. Trainings were conducted for 45 youth leaders including the physically challenged in youth leadership and peace education whilst 540 business women were trained in micro enterprise in Kono. All of them now command respect in their families and communities.

The Annual HIV/AIDS Festival and Musical Concert organized in Kenema attracted over 3,000 people from all walks of life and from all ages. The two-day festival was organized to raise awareness about HIV/AIDS using local artistes; 10 unpublished artistes were engaged to produce songs, melodrama and skits on competitive basis backed by popular/published artistes on non-competitive basis. All the performances depicted messages around HIV/AIDS. The HIV/AIDS message was spread far and wide, reaching out to many people and this helped reshape the thinking of many people as evidenced by comments they made during and after the festival.

As a result of the CAFOD-supported Learning and Exchange programme for youths in Liberia, Ghana and Sierra Leone, it was concluded that the focus of the new youth programme should be on street children, sexually abused and sexually vulnerable girls, physically and mentally disabled youths as primary target beneficiaries, with youth involved in high risk non-formal employment as secondary target beneficiaries. A full project proposal to support activities of the new programme has been submitted to CAFOD. Meanwhile, a bridging grant to support the programme in the interim until June 2007 has also been approved by CAFOD.

Two Sustainable Livelihoods Assessment (SLA) exercises were carried out in Kenema district for Youth Empowerment Programme and in Kono district for Mining and Extractives Programmes. These exercises were part of a training programme on SLA for NMJD staff in which they were introduced to several PRA tools like wealth ranking, well-being ranking, mapping, problem ranking, matrix scoring, labour analysis and proportional piling. Participating staff have had their skills and knowledge enhanced in the use of these tools thus providing a rich resource pool for the organization to draw from.

The Civil Society Task Forces on mining which had for sometime not been effective have been resuscitated, and are now very active in campaign activities across the country. Also, as a result of the training programmes organized for Task Force members, civil society served as field researchers for the research on child miners, mining company profiles and impact of Diamond Area Community Development Fund. The reports of these exercises did not only provide insightful information on the different areas, but also provided a platform for effective advocacy.

The policy dialogue meetings were resumed after a break of almost one year, and there has since been a growing understanding between government and civil society on critical issues like the Koidu Holdings Limited, surface rent, environmental degradation, human rights violations, child labour, security and transparency. The Ministry of Mineral Resources verbally agreed to a proposal to establish a joint team with civil society that would make regular on-the-spot visits to mining sites to get first hand information about the prevailing situation in those places. The first joint assessment visit was made to mining sites in Kono district in August resulting in the publication and official launching of "To Mine or Not to Mine". The team included senior officials of the Ministry of Mineral Resources, Members of Parliament and civil society.

In order to strengthen collaborative linkages with the newly constituted local councils, NMJD had successfully facilitated the signing of Memorandum of Understanding (MoUs) between the Civil Society Task Teams on the PRSP and HIPC and the local councils. This helped remove the earlier apprehension which saw the local councils looking at the Task Teams as oppositions rather than partners in development. Aside, NMJD has also been able to establish collaborative partnerships with government line ministries like the Ministries of Education and Health. In fact, some of these MDAs have committed themselves to collaborating and supporting NMJD's work.

The Eastern Radio water and electricity projects implemented at Fornikoh in the Kenema Township has greatly brought a sigh of relief to residents of that community. Potable water, which was a serious problem for residents throughout the year, is now available in the community; in fact with little money, some people are now enjoying potable water right in their homes. The same goes for electricity. These developments have given a new lease of life in the entire community and further strengthened the relationship between Eastern Radio/NMJD and the community. In its recently concluded meeting, the Board of Advisors set up a committee tasked with the responsibility to put mechanisms in place that would help improve distribution of these services in the community.

The Area Team and Management meetings held periodically continued to improve interaction among staff, and also enriched their knowledge about the organization's interventions in the various operational communities. It helped staff to acquire a fair knowledge about the different programme activities undertaken by NMJD and enhanced their confidence to step in for the substantives. The ODC training held at the close of the year gave staff a deeper insight into the organization in terms of its successes, strengths constraints and challenges. This is seen by many as the first step towards organizational transformation.

Programmes and Projects Carried Out

As a result of the new strategic plan whose implementation started in January 2006, the activities of the organization have been trimmed down into four broad programmes: 1) Governance and Accountability which has as its components PRSP and HIPC and Budget Monitoring and Advocacy, 2) Peace and Security which has the Sexual and Gender-Based Violence as one of its key components, 3) Mining and Extractives with the Campaign for Just Mining as its major component and 4) Youth Empowerment whose components include HIV/AIDS, Youth Coalition Building and Animation and Skills Building.

The trimming down of the programmatic areas did not in any way affect the broad organizational focus of NMJD as well as its role in and collaboration with other like-minded organizations and coalitions/networks to carry out capacity building and advocacy work across the country. Rather, it helped the organization to be much more effective in the implementation of its programme activities across the country. NMJD continued to work closely with other organizations/institutions like the Community Radio Network (CORNET), Access to Justice, Special Court for Sierra Leone Outreach, Youths Against Aids, Civil Society Alternative Process of Sierra Leone (CSAP-SL) and the Partners in Conflict Transformation (PICOT), National Advocacy Coalition on Extractives

(NACE). These programmes and projects created space for engagement and enhanced collaboration and coalition building among civil society groups and communities.

On the international front, NMJD continued to play an active role in the activities of like-minded organizations, coalitions and initiatives like Development and Peace, Partnership Africa Canada, African Initiative on Mining, Environment and Society (AIMES), RIPSSS, African Forum on Debt and Development (AFRODAD), World Association of Community Radio Broadcasters (AMARC), Peace and Development Platform and Third World Network.

Achievements of Projects Implemented

Apart from the fact that the work of NMJD is now universally highly acknowledged and commended, many sectors of society, particularly organized civil society groups and deprived communities, see NMJD as a reference point for relevant information and community action. This is manifested by the growing interest of the populace in NMJD's activities and in national development initiatives.

Youths at Wilberforce under the Wilberforce Youth Organization organized youths and other interest people in their community and invited the Western Area PRSP Animator to talk to them about the SLPRS process. The youths' interest was aroused by the regular discussion programmes on economic justice issues anchored on local radio stations. Also, the people of Congo Water, Wellington, in the far east of Freetown, visited NMJD office to draw attention to an abandoned community market construction project in their community. Both the community and NMJD have effected joint measures to ensure that the abandoned project is completed to improve service delivery for residents in the community. In fact, NaCSA is now very much involved in the issue since it is the agency funding the project.

When the people of Sanda Loko in the Bombali district in the northern region accused their local authorities of embezzling Arms for Development Funds to the tune of Le43, 000,000, HIV/AIDS funds totaling Le11, 000,000 and Le9, 000,000 for the installation of the Celtel mast and threatened mass civil disobedience, they did not only inform NMJD about their planned action, but also invited their intervention. NMJD with other interested partners convened several consultations aimed at seeking a peaceful resolution of the impasse. The Treasury Clerk who was alleged to be at the centre of all this corruption was replaced, and now the chiefdom is at peace with itself.

In Bombali district also, the PRSP Animator and two District Task Team members of the PRSP and HIPC have been appointed by government to become members of the District Budget Oversight Committee which has responsibility to track the use of all public resources and facilities in the district. This Committee is critical to minimizing wastage in the public service delivery pipe, and equally the inclusion of the Animator and Task Team members is expected to make the difference in the quality of service delivery.

The Government of Sierra Leone has finally taken bold steps to implement the Extractive Industry Transparency Initiative (EITI), a global initiative aimed at promoting transparency and accountability in the extractive industry. This is the outcome of several engagements between government officials and civil society through the Campaign for Just Mining and the National Advocacy Coalition on Extractives (NACE). When fully implemented, corruption in the industry will be minimized, government revenue will bolster, social service delivery will improve and corporate social responsibility will be honoured. The Executive Director of NMJD is one those appointed to sit on the newly established Steering Committee on the EITI set up by government.

Civil society groups are not only monitoring the utilization of public resources, but are also demanding punishment for those found culpable to serve as a deterrent to others who are entrusted with public resources. The chairman of the Makeni Town Council, his deputy and procurement officer were recently sacked after allegations of misappropriation of funds meant for the construction of culverts in the Township were proven to be true. NMJD's regional office in Makeni actively participated in organizing advocacy and lobbying activities that eventually led to the dismissal of the culprits. The World Bank, who are funding the project, have meanwhile put a hold on the project funds until satisfactory safeguard measures are put in place.

The chairman of the Tonkolili District Council was also forced out of office by pressure brought to bear on him by civil society groups for embezzling Council funds. Now the Council under its new chairman is transparent and accountable. Minutes of all meetings and documents of all financial transactions are posted on Council's notice board every month whilst broad-based committees have been set up to identify community needs and to address other issues affecting the communities. This practice has improved the participation and influence of the people in decision-making and development processes.

There is a renewed commitment by civil society to initiate and take ownership of local development programmes and even domesticate national development agendas. In Tonkolili district, in the northern region, for instance, the civil society led by members of the District Task Team on the PRSP and HIPC have proven to be very effective in monitoring the implementation of public projects. This has led to the recommencement of construction work on the Mini Stadium at Mile 91 which was initially abandoned by the contractor (Peoples Construction and Fabrication Enterprises).

The intervention of civil society has also resulted in the completion of the construction of a primary school building in Bunbuna, Tonkolili district, by the Tonkolili District Council and it is now used by the community. Pressure was brought to bear on the Council to complete the construction after the contractor had fled with all the money. The same goes for Sanda Taindaran in the Bombali district where a much needed water well project was stalled mid-way its implementation after the contractor collected the contract money and failed to show up. After several engagements and consultations between civil society and authorities in the district, *Action Contre la Faim* was finally requested to complete the project, which they readily did and the well is now being used by the people. In all of this, the civil society structures that NMJD facilitated their establishment played a vanguard role and provided unwavering leadership.

The mining sector, particularly diamond, is witnessing a flurry of activities undertaken by diverse groups spiced with critical voices that are all aimed at sanitizing the industry for the overall benefit of the country. Land Owners and Property Owners Associations have been formed in Sando and Tankoro chiefdoms in Kono district respectively, in addition to an effective district youth coalition that serves as a strong advocacy platform for other youth groups in the district. These activities have helped to broaden the scope of people's participation and influence in the operations of the industry. This organized approach to addressing the multitude of problems in the region has led to several consultations where issues that would have blossomed into full-blown conflicts were resolved.

The chief of Tankoro publicly admitted to receiving Le37, 000,000 from Koidu Holdings Limited on behalf of the chiefdom after the people demanded information about the 0.1% the company should provide to the chiefdom for agricultural development out of its annual proceeds. The chief, who had apparently chopped the money and kept the information secret, has agreed to make a refund. He is now working with the community people to put modalities in place for the judicious use of the money. Agricultural associations are now being set up to implement programmes. Also, after continuous sensitization on mining and environmental issues, the people

of Sando chiefdom in Kono district gave an ultimatum to the Sierra Leone Diamond Mining Company (SLDC), which commenced operations without an EIA, to either undertake an EIA or cease operations.

Several consultations and engagements on the issue were held with different stakeholders, resulting in the setting up of a broad-based committee to resolve the issue. The committee has however concluded that SLDC must undertake an EIA as demanded by the people and as required by law. Meanwhile, SLDC have hired CEMMATS Consultants to carry out the EIA on their behalf; peace and tranquility has once again returned to the chiefdom.

In a similar vein, the people of Tankoro led by the Affected Property Owners Association staged a sit-in strike in protest over the continued failure of Koidu Holdings Limited (KHL) to construct houses to relocate them. They defied all threats by the company to resume blasting regardless of whether people moved out to safe areas or not. The resolve and resilient of the people led KHL, for the first time, to draft the local chiefs to plead with the protesting people for a peaceful resolution. The impasse was not only resolved to the satisfaction of all parties, but also the Paramount Chief of Tankoro was appointed to become a member of the Board of KHL. This is not an end in itself, but it clearly suggests that, for once, KHL is appreciating the people as critical stakeholders whose concerns and aspirations should be taken onboard in the planning and implementation of their activities.

Within the framework of complementarity and collaboration, civil society through the Campaign for Just Mining and NACE organized and facilitated a joint assessment visit to mining sites in Kono district with Members of Parliament and officials of the Ministry of Mineral Resources. The outcome of the visit was captured in the report titled: *To Mine, or Not to Mine*, outlining the structural and superficial problems plaguing the industry. This led to the coming together of chiefs and other concerned elders in the district for the first time to present a joint petition to the president, requesting his intervention. This was followed by the development of a framework for the peaceful resolution of mining-associated problems and improving living conditions of people in mining communities.

Sierra Leone has been nominated and unanimously endorsed to host next year's (2007) Annual Meeting of the African Initiative on Mining, Environment and Society (AIMES). This is a clear recognition of the tremendous contribution NMJD is making towards the actualization of the objectives of the coalition. The meeting will help to further draw global attention to the multifaceted problems associated with mining in Sierra Leone. During the coalition meeting in Johannesburg, South Africa, early this year, NMJD programme officer who represented the Sierra Leonean civil society presented a moving country report that led participants to roundly condemn what was happening in the mining industry. In order to have the opportunity of meeting some of the key actors in the industry as well as to get first hand experience with the ground reality, the coalition suggested Sierra Leone as the venue for the next meeting.

As an advocacy-focused organization, NMJD always consider the maintenance of healthy collaborative partnership with the media as critical to the overall attainment of the organization's goal. And NMJD have been able to not only cultivate such healthy relationship, but continue to strengthen and sustain it as well. In order to improve and widen the scope of coverage of the mining sector, a group of journalists from both the print and electronic media has come together to form the Association of Journalists on Mining and Extractives. NMJD initiated and facilitated the process. The group will soon start publishing a quarterly newsletter exclusively on mining. The national umbrella body for all journalists in the country, the Sierra Leone Association of Journalists (SLAJ), honoured NMJD by inviting its Executive Director to deliver the first Harry Yansaneh Lecture at a national ceremony organized in Freetown to mark the first anniversary of

the death of a young journalist called Harry Hassan Yansaneh who was unlawfully killed on the instructions and supervision of a woman Member of Parliament. It was a historic occasion that attracted media attention at home and abroad and the attention of the international community attested by the heavy presence of staff of foreign missions in Freetown to grace the night. Also, in their Annual General Meeting held in Kenema on 7 July 2007, eastern Sierra Leone, SLAJ honoured NMJD with a Certificate of Merit "in recognition of your tremendous contribution to the development of the media in this country and the overall socio-economic development of this nation".

Residents of Fornikoh (hosts of the Eastern Radio) in the outskirts of Kenema Township have had their stress reduced and access to electricity and safe drinking water enhanced. Fornikoh is a sprawling community inhabited by hundreds of thousands of people, but basic services were virtually non-existent. This had several implications on especially school going children who most times had to miss classes and skip assignments in search of water, whilst thieves used the perpetual darkness to terrify and cause havoc on people. The construction of a dam on the foot of Bandama Hills to supply clean drinking water to the community and the provision of electricity from the national grid have greatly helped to address the problems associated with the lack of these basic services. Incidences of water-borne diseases like diarrhoea and cholera, carnal knowledge and teenage prostitution have become reduced and far between; parents now direct monies that would have been used on hospital bills to improving quality and quantity of food in their homes, and to educational needs. Meanwhile, the Board of Advisors recently set up a committee to work out modalities to improve distribution within the community.

The Eastern Radio also contributed to promoting tribal cohesion among the various ethnic groupings in the region. This is a prerequisite for peace and sustainable development in any region. It's now a common fixture on the radio for people of different ethnic groups to jointly organize discussion programmes with panelists using their respective languages to communicate to their people. This is a unique initiative that has succeeded in bridging the gap that once existed among these tribal groupings. In addition, the radio has given a voice to the once voiceless thereby increasing their participation in governance. This was manifested by the visit of leaders and elders of the Fullah, Madingo, Susu and Kissi tribes to the management of the station recently to register their appreciation and acknowledgement of the good work of the station. According to them, the station is the first in the history of this country to accord them the opportunity to develop and present programmes in their respective languages. "Now we are able to articulate and restore the rich culture and values of our tribes among our children."

The capacity and confidence level of NMJD staff to undertake consultancies for other civil society organizations and NGOs have increased and their services are now fully utilized. This is evidenced by the number of requests for consultancy services in the areas of organizational review, strategic planning, DELTA training and gender mainstreaming. This is the result of long years of capacity building drive and the Transform Africa project that began last year which aims at equipping staff and other civil society activists with the necessary skills and knowledge to effectively contribute to improving the living conditions of their people. Apart from the existence of a pool of resource persons, the resource base of the organization is also being supported.

The Board and management of NMJD took a bold step towards addressing the sticky issue of salaries and other conditions of service for staff. There have been persistent calls by staff at all levels for a review of the salary structure and other fringe benefits in line with the prevailing economic situation in the country. These calls were finally heeded by the increase early this year of staff salaries thus heralding a new wave of commitment among the staff. There is also an improved relationship between staff and the organization's management team, which is the bedrock for success.

NMJD has successfully gone through an Organizational Assessment (OA) process whose ultimate goal is to help the organization situate itself within the context of the challenges facing it as an organization, and the country as a whole. Even for the fact that the organization was bold enough to voluntarily invite experienced institutions and organizations to come and help it carry out a critical assessment of itself is in itself commendable. It shows how committed the organization is to remain relevant to multifaceted problems of the country as well as a vanguard for change. Meanwhile, the findings and recommendations of the OA report have led to the development of a two-year Organization and Development Change (ODC) plan (Milestones) to help further strengthen the human, technical, financial and social capacity of the organization.

Case Studies

There is growing confidence among the people to engage and dialogue with their leaders on issues affecting their communities. Below are two clear cases to demonstrate how dialogue and continuous engagement can bring peace and rapid development in communities:

The Muslim community at Madina, being a highly Muslim dominated community, got the chiefs to ban masquerades in their community. Masquerades were a permanent fixture on the social calendar of the community; the youths and women looked forward to these occasions with excitement as masquerading was the most popular entertainment for them. The ban led to deep-seated conflict between the youths and the elders in the community.

As a way of registering their displeasure/grievance and to get the chiefs to rescind their decision without resorting to violence, they organized a boycott of all community projects. Things came to a head when a senior government official was to visit the community and the chiefs asked the youths to brush the roads. They pretended to cooperate, but only kept the elders waiting for them in the bush after they had lured them to go ahead, whilst they stayed in the village playing music and dancing. When the youths were finally summoned to the chiefs, they cited the ban on the masquerades as their only grievance. The ban was then lifted; and the youths and women are once again very active in community programmes.

In the Kortumahun division also, there was a long felt need for motorable roads to move their produce to markets as well as to convey the sick and pregnant women to the health centers in Bumpah or Bo. After several meetings, it was agreed that Thursday should be set aside as a working day when the entire community people, except the sick and aged, should work on the roads. After two months of work, the people realized that their effort alone was not enough; they needed technical support for the construction of bridges and gravel leveling. They therefore mobilized a delegation to the Paramount Chief, who in turn led them to the Sierra Leone Roads Authority where they have now been assured of technical assistance to construct the road after the rains.

Coordination and Administrative Issues

Area Teams continue to hold regular meetings to review activities carried out and further plan using constraints and lessons learned to improve programme performance. A Regional Director

for the Western Area and northern region was finally recruited after almost one year thus providing the Team with a more effective and visible leadership. Also, in order to meet the challenges of the new strategic plan, internal restructuring took place which saw regional team leaders take full responsibility for programme implementation in their new capacity as programme heads. The Peace and Security programme is headed by the Regional Director, South, the Youth Empowerment programme by the Regional Director, East, and the Governance and Accountability as well as the Mining and Extractives by the Regional Director for the Western Area.

The Regional Directors are assisted by programme managers who have direct responsibility to coordinate the implementation of programme activities; they prepare and submit regular reports to the Regional Directors. There are also a host of animators and volunteers in operational areas that work with the programme managers in the implementation of activities. They are trained in different areas so as to make them more effective and relevant.

Both staff and volunteers are required to prepare and submit reports to their respective Regional Directors and programme managers after every official activity/meeting they attend. This is to ensure that staff are kept abreast of what each of them is doing/has done. The Office of the Executive Director continues to provide supervisory support and coordination of Area Team activities as well as to take the lead in resource mobilization for programme implementation.

The Management Team of NMJD comprising the Executive Director, Regional Directors, Director of Communication, Administrator and the Financial Controller meets regularly to discuss issues relating to programming, collaboration, funding, coordination, administration and staff welfare. Likewise, the Board of Advisors meets every six months to review reports and key decisions taken by management. The Executive Director is at the helm of the overall coordination of the activities of the organization. He receives reports from Regional Directors. This enables him to carry out effective coordination and monitoring of all activities implemented in NMJD's operational areas across the country. Staff at all levels are appraised every six months.

Partners/Donors

Some donor partners like the Canadian Feed the Children (CFTC) have stopped their support due to the completion of the projects they were supporting, but NMJD continues to enjoy tremendous support from its key strategic partners like D&P, Christian Aid UK, CAFOD, UNHCR, Partnership Africa Canada and Trocaire Ireland. Other partners include Bread for the World, DOEN Foundation, Sticing and Vluchteling, Finish Refugee Council, USAID and MIVA. Also, NMJD continues to collaborate with other international, national, regional and community organizations on a wide range of issues ranging from peace building, human rights, public service delivery, gender, HIV/AIDS to mining.

No	Donor Partner	Areas of Support
1	Development & Peace (D&P) –Canada	Institutional support, Campaign for Just Mining and Eastern Radio
2	Christian Aid (England)	Economic justice and youth
3	CAFOD (England)	HIV/AIDS and youth
4	Partnership Africa Canada (PAC) - Canada	Mining and environmental issues
5	Bread for the World (Germany)	Eastern Community Radio
7	Trocaire – Ireland	Economic and social justice issues (Budget Advocacy)
8	DOEN Foundation – The Netherlands	Eastern Community Radio, mining and environmental issues
9	UNHCR – Sierra Leone Office	Sexual and Gender-Based Violence

		project
10	European Commission	Democratization and human rights
11	MIVA –The Netherlands	Eastern Community Radio
12	USAID	Girl child education in Kono district.
13	Finish Refugee Council	Adult Education
14	Stiching and Vluchteling	Shelter
15	Open Society Institute for West Africa	Governance and elections monitoring

Relationship with Government

NMJD's relationship with the government remains cordial and collaborative, though sometimes apprehensive with both parties suspecting each other. The policy dialogue meetings with the Ministry of Mineral Resources resumed after a break of almost one year. The meetings resumed with renewed commitment and frankness on both sides to genuinely collaborate to address the multi-faceted problems associated with mining. In fact, both parties have agreed to establish a joint monitoring team that would visit mining communities to get first hand information about happenings there. The joint monitoring team was set up and the first assessment visit undertaken.

Relationship with other MDAs like the Ministry of Finance are gradually picking up after some disruptions caused by the research and publication of the report of the appraisal and evaluation of HIPC-funded projects across the country. The report unearthed massive corruption in the public service. However, since the new focus of the Governance and Accountability Programme is to work directly with government line ministries for the improvement of service delivery in the areas of health and education, NMJD staff have been holding successful meetings with senior officials of the Ministries of Health and Sanitation and Education and Technology as well as with professional organizations like the Sierra Leone Teachers Union and the National Nurses Association. All parties have agreed to sign Memorandum of Understanding with NMJD to formalize and strengthen the relationship.

Challenges/Constraints

During the period under review, the Area Team offices experienced various constraints which hampered the work of the organization. Key among them were:

1. Frequent break-down of office machines and equipment like computers and generators, sometimes due to current fluctuations. This greatly affected implementation schedules as well as creating delays in report production and other documentation. Sometimes documents were lost and machines completely damaged/destroyed. Fixing them cost lots of money in parts replacement and other charges/fees.
2. Late transfer of funds by donor partners posed a huge constraint to the overall operations of the organization as it had a direct impact on implementation schedules and reporting deadlines. Also, the absence of a standardized procedure for the disbursement and retirement of funds also created delays in acquiring funds for implementation during the first half of the year.
3. Misunderstanding of roles between Coalition of Youth Groups and the newly established District Youth Committees in pursuing the common goal of youth empowerment. Whilst the former are independent, organized and focused, the latter are more of appendages of government.
4. The purpose and goal level indicators for the Coalition of Youth Groups project under the Youth Empowerment Programme have not been fully ascertained due to the delay in finalizing the Sustainable Livelihood Assessment report.

5. Certain traditional and religious practices help to spread HIV/AIDS and sanction human rights abuses.
6. Proliferation of the market with Chinese textile product (commonly known as PRSP) is a major challenge to the sale of textile products designed and produced by the physically challenged youths. The Chinese textiles are extremely cheaper, and so many people go for them thereby threatening the livelihoods of the physically challenged who are engaged in producing textiles.
7. Frequent breakdowns of programme vehicles have been a major hindrance to effective programme implementation.
8. Poor/limited facilities like filing cabinets, paper files, shelves and other relevant stationeries as well as the absence of an effective knowledge/information management system/guidelines.
9. Non-functional website, thus adversely affecting the effective management and dissemination of information on the organization.
10. Inadequate field vehicles for programme and administrative staff
11. Absence of a full-time researcher/research unit.
12. Poor communication systems in the country. It is easier, for instance, to communicate to somebody in the UK or USA than to a colleague in Kenema or Bo.
13. The roles and responsibilities as well as job descriptions of staff and volunteers needed to be reviewed in line with the requirements of the new strategic plan.
14. The 2007 presidential and parliamentary elections pose a big challenge. How can NMJD as an organization contribute to ensuring high level citizenry participation, free, fair and open elections whose results will be accepted by all parties?

APPENDICES: Detailed Activities of Area Teams

APPENDIX 1

Southern Area Team

General Objectives

- Increased agricultural production and improved food security in 30 NMJD's operational communities in Bumpeh Ngao and Kakua chiefdoms by December 2005.
- Five communities in NMJD operational areas in Bumpeh Ngao chiefdom accessing and promoting improved health and sanitation practices by December 2005.
- Community level coalitions advocating and lobbying authorities in Bumpeh Ngao and Kakua chiefdoms on issues of peace building, human rights, gender justice, good governance and HIV/Aids facilitated and strengthened by 2005.
- A standardized framework for programmes implementation, monitoring and reporting developed and used by all staff and communities of the southern area team by 2005.
- District level civil society and community participation in National budgetary development and monitoring ensured in 15 chiefdoms in Bo district by December 2005.
- Increased access and understanding of the final SL-PRSP document by civil society and communities in all the 4 districts in the southern region by December 2005.
- By December 2005 the awareness level of SGBV stakeholders would have been adequately increased to accept and practice gender equality.
- Facilitate an updated documentation and prompt reporting mechanism on GBV occurrences for ease of reference and for guided follow-ups.
- Strengthen existing GBV structures to continue intervention approaches in advocacy and coalition building by December 2005.
- A well structured and equipped gender friendly adult learning environment strengthened in initial 5 camps and new ones established in Jembe, Gerihun and Largo camps.

Specific Objectives

- Enhance the ability of 30 farmers associations comprising five farm families in Bumpeh-Ngao and Kakua to increase rice production by 5 acres
- Provide access to Adult Literacy for Women and Youth in Bumpeh-Ngao.
- Ensure the construction and functioning of three wells with hand pumps in three different locations at Dassamu, Semabu Folobu and Kortumahun in the Bumpeh Ngao chiefdom.
- To assess the level of communities' understanding of the PRSP process.
- To identify the achievements of the civic engagement process of the PRSP, identify the gaps/difficulties encountered in the process as well as ensure that recommendations are made that would ensure a better PRSP should it be developed anew.
- To ensure that the capacity of civil society organizations are built to the extent of doing critical analysis and monitor the national budget.
- Increased Civil Society and Community awareness on the national budget and ensuring civil society and community engagement in advocacy development and monitoring of the national budget.
- To ensure that space is created for civil society organizations to form coalitions to replicate the economic literacy and budget analysis skills/ training to other communities up in the provinces.
- Undertake base-line survey and develop data on HIPC funded projects in Bo district and the Southern Region generally.
- Organize Civic Engagement activities (participatory Learning Forums, Public Seminar/Education, Performing Arts and popular entertainment and Rural dialogue sessions)

- Ensure that Civic Engagement activities are progressing as planned and are as effective as intended by the expectations of the lead implementing partners.
- Capacities of youths, children, women and community groups in NMJD operational areas in the Southern Region built and strengthened to implement activities geared towards conflict transformation for sustainable peaceful co-existence.
- School going youths and children's awareness raised on thematic human rights issues i.e. principles of Human rights, background and relevance of the UDHR categories of rights, active non-violence etc.
- Ensure community and civil society understanding of G-CAP and participation in the scheduled activities such as the Global week on trade campaign.
- Conduct Relevant Training Workshops for Adult Literacy stakeholders and facilitate their participation in key capacity building sessions pertinent to their services.
- Conduct Monthly and Quarterly Staff interaction sessions to deliberate on project status and standard of reporting.
- Facilitate documentation, follow-ups and counseling of reported gender based violence.
- Procure and distribute needed office equipment and teaching/learning materials for Adult Literacy centres.

Activities Undertaken by Area Team

The Administration/Coordination programmes engaged in collaboration activities with other institutions such as Banks and Government departments to facilitate fiscal and legal aspect of our interventions in the area. In this regard the programme has facilitated access to mobility for staff, Internet/Email and Mobile phones for communication and materials for field level activities as well as remunerated staff and provided security services for the office premises over the period under review.

The Culture of peace project promoted activities such as agricultural support by providing tools and vegetable seeds to farm families of new communities in Small-Bo, Kakua and Bumpeh Ngao chiefdoms. Also community Peace and Dialogic sessions were held in Small-Bo, Kakua and Bumpeh-Ngao chiefdoms in order to empower the people in those communities in the areas of good governance and right based issues using the conflict transformation tools such as Mapping, ABC triangle and pillars etc. Community internal exchange visits were conducted to share experiences and to emulate best practice from PICOT Partners' operational communities.

The existing Adult Literacy circles were monitored to find out whether the classes were effective and targeted the right beneficiaries. Risk assessment exercises were also done in our operational communities (Small-Bo and Bumpeh- Ngao) in order to identify risks and to strategize ways to mitigate them. Also to understand the PIOPS that affects the livelihood goals and strategies of the communities. The "*Le wi pus pis*" project engaged in activities such as conflict transformation training for programme staff and community volunteers. It was mainly aimed to address inequality and violation of rights at the community level through the community analysis of power relations.

Further community volunteers were identified and trained as Human Right monitors with the view of protecting the rights of the marginalized and vulnerable within their communities. They have formed human rights clubs at community level to serve as human rights watch dogs. The project also carried out formation, restructuring and strengthening of community structures such as Village Development Committees (VDCs) enable them spear head all development initiative in communities with special attention to make the community leadership accountable, transparent and representative of marginalized group. The representatives of VDCs were trained in DELTA skills and principles in two organized phases of the DELTA course. The participants included, Chairpersons of VDCs, peace promoters and representatives of women and youths. These

trainees are to serve as change agents in their communities to initiate and undertake development programmes.

A Paralegal center was established in the targeted chiefdoms and volunteers were trained to serve as paralegals. The trained paralegal will provide advice on legal issues to enable access by marginalized groups to local and national judicial bodies and also assist community members to resolve civil disputes, and refer criminal matters to appropriate judicial authorities. Adult literacy circles were supported to promote literacy and rights issues for women and youth. Conducted community Peace and Human Right dialogic session as well as conflict mapping sessions with the aim of analyzing power relations, control and access to resources by the women, youth and other Vulnerable members of the communities.

These sessions provided introspection into the low participation in development processes, a disempowerment for women and youth and the low confidence and frustration experienced by the marginalized. The SGBV project carried out the following trainings for 2006: 1) Basic counseling of SOVs, 2) Case management of GBV clients, 3) REFLECT and NVC skills, Sexual exploitation and abuse, 4) Conflict resolution and Peace Building, 5) Basic Business management and 6) HIV/AIDs and Reproductive Health.

The SGBV Team participated in collaboration and coordination activities with other partners in meetings and trainings and supported psychosocial activities such as: 1) Groundnut farm in Tobanda camp, 2) Groundnut and potato farm in Bandajuma camp, 3) Soap making in Gondama camp, 4) Petty trading and Baking in Jimmi Bagbo camp, 5) Baking in Taiama camp, 6) Gara tie dyeing in Tobanda camp. SGBV clients were guided and counseled to go for skills trainings in camps and facilitated Adult Literacy circles in camps and host communities as well.

The project further managed cases by adopting case management and principles and protocols and documented GBV clients. As part of their awareness raising campaign the project commemorated the following international days: 1) International Women's Day (8 th March), 2) World Literacy Day (8th September), 3) World Refugee Day (20th June) and 16 Days of Activism from 25 November to 10 December

Key Outcomes of Above Activities

- The root causes of conflict within operational communities highlighted and documented e.g. embezzlement of funds by chiefs and heavy fines levied on youths by chiefs
- Deeper understanding between house-holds and communities promoted as evidenced by welfare committees being formed to address problems encountered by community residents.
- Defaulting stake holders admitted to their faults and conflicts addressed with action points e.g. chiefs in Sawula after admitting their fault paid back the money to the Sengema youths. In Mokowu, the chiefs apologized to the youths for levying heavy fines on them.
- Forum created in the target communities for VDC members and volunteers to know their roles and responsibilities in their communities e.g. VDC's spear heading community activities like cleaning of their environment, road maintenance leading to communities, making plate racks and cloth line and burning of garbage.
- The construction of the feeder road was discussed in the meeting at Dassamu. An executive was formed comprising of 5 women, 5 youths, all community town chiefs, and the councilor for the arrangement of the road construction. Communities agreed to pay Two Hundred Thousand Leones as their own help for the road construction. A sum of (Le1,450,000) one million four hundred and fifty thousand Leones was collected by the end of May as community help for the construction of the road leading from Semabu-Folobu to Mokowu.
- Communities identified common problems/needs, and took up Joint ventures to address them. Example they have planned to establishment community farms in all operational communities.

- A discussion on the inclusion of women in decision making processes was held in Gelehun wherein it was concluded that women should be included in all decisions on development activities in that community.
- Realization by communities that they are each other's keepers e.g. each operational community now contributes towards funerals and naming ceremonies in each community.
- Christians and Muslims in Kpetema, Vulahun, Sawula after identifying each others grievances and lack of interaction among them came up with an action point to participate in each others activities and ceremonies.
- Most of the target communities are conscious of their rights and responsibilities as citizens, parents, youth and children.
- Increase in awareness towards electioneering processes evidenced by the following issues raised by some community representatives: Candidates should not be elected unopposed because it will lead to such candidates not working in the interest of the people; Chiefdom leaders should be chosen through elections not selection as it is being done now. They said paramount chiefs should not be voted a few people (tribal authorities) as this practice deprives community people from fully participating in choosing their own leaders; and paramount chiefs should be elected based on competence and proven ability to perform rather than through inheritance (ruling house) or political appointment and imposition.
- 40 cases of rape and teenage pregnancy were reported, interviewed and documented. All of these cases received medical support at the camp based clinic and referrals made to government hospitals in Bo, Kenema and Moyamba.

APPENDIX 2

Eastern Area Team

Specific Objectives

- To strengthen the role of young people in civil society in order to actively contribute to sustainable conflict prevention and resolution
- To reduce the vulnerability of young people by providing them with skills, knowledge, resources and opportunities which will allow them to take greater control of their own lives
- To increase awareness, reduce the rate of spread of infections and mitigate the impact of HIV/AIDS
- To develop a national youth movement that engages in advocacy for the mainstreaming of youth issues at all levels for the development of appropriate policies
- To strengthen and consolidate the youth coalition at chiefdom, district and regional levels by 2005
- To form a national youth coalition that will effectively advocate on youth issues and involvement in civil society initiatives relating to good governance, poverty reduction etc by 2005
- Youth leaders knowledgeable and skilled to manage youth coalitions and effectively advocate on youth issues
- To promote the culture of peace among youths in the eastern region (Nongowa and Small Bo chiefdoms)
- To build and strengthen the knowledge of civil society regarding the PRS process and budgetary allocation
- To increase public awareness of the PRSP/HIPC implementation process
- To press for government of Sierra Leone engagement with civil society in the development of the national budget
- To ensure effective tracking of HIPC allocations and expenditures
- To ensure high quality and smooth implementation of the PRSP programme.

Activities Undertaken by Area Team

Capacity Building/Training

- Training of youth Animators in DELTA Phase I & II
- Training in report writing for youth Animator
- Training of youth Animators in computer soft ware skills (Typing tutor, MS – word, MS – Excel)
- Training of 16 Youth Group Educators from 8 chiefdoms on their roles/responsibilities
- Training of staff in Sustainable Livelihood Assessment and SLA report writing

- 2 Peer Education Training for 115 participants (in and out-of school youths (90 from six schools- 15 Holy Rosary Secondary School, 15 Government Secondary School, 15 Islamic Sec Sch., 15 Methodist Secondary. School. Ansarul Islamic Secondary School and Luke's Commercial Secondary School. in Kenema, and 25 out- of school youths)
- 1 Steeping Stone training for 20 facilitators in six communities i.e. Blamawo, Fornikor, Naiwama, Reservation, Kissy Town and Sannoh street
- 1 Life skills training for 15 facilitators
- District task team training on PRS/HIPC process
- One peace promoters training workshop for 50 in-school youths in 3 secondary schools. (Holy trinity, Islamic and Ahmadiyya Muslim secondary school
- 1 HIV/AIDS peer education training for 50 in-school youth in Blama (St Joseph's Vocational Agricultural secondary school and Ahmadiyya Muslim secondary school)
- 1 Youth leadership and peace education training for 45 youth leaders including physically challenged youths in Kenema.
- Skills training placement – 12 physically challenged youth placed and are in different training centres in Kenema and Blama
- Restructured 8 CYG executives in 8 chiefdoms (Dama, Gaura, Lower Bambara, Nongowa, Kandu lekpeyama, Small Bo, Simbaru and Tunkia)
- Training of NMJD staff and task force members in Extractive Industry Transparency Initiative (EITI) in Kono
- Training of 540 business women in micro enterprise in Kono
- Training of 215 Human Rights working groups in five chiefdoms in Kono

Sensitization

- Orientation of youth groups and community stakeholders on NMJD new strategic direction and the YEP programme in 8 chiefdoms- (Dama, Gaura, Lower Bambara, Nongowa, Kandu Lekpeyama, Small Bo, Simbaru, Tunkia)
- 16 Chiefdom youth meetings in 8 chiefdoms(2 per chiefdom)
- 24 radio discussions on youth, HIV/AIDS, PRSP mining and related issues
- 176 Out reach sessions (88 community outreach and 88 night outreach)
- 2 radio quiz for in- school youth, on HIV/AIDS and peace building
- 96 Life skills sessions in six secondary school (Methodist Secondary School Kenema, Government Secondary School Kenema, Holy Rosary secondary school Kenema , Ansarul Islamic Secondary School Kenema, Islamic Secondary School Kenema, Luke's Commercial secondary School Kenema)
- 72 Steeping Stone session in six communities i.e. Blamawo, Fornikor, Naiwama, Reservation, Kissy town and Sannoh street
- 2 Intra Games for life (one in-school and one out-of school)
- 1 Condom race (open)
- 6 Joint local council and civil society meetings
- 4 DTT meetings in Kenema and Kono
- 6 community meetings on the PRS and the HIPC process in Kenema and Kono
- 7 meetings held with community people and beneficiaries in Gorama Kono and Yawie chiefdom. (Orientation meeting on the project, pre-beneficiary selection meeting and post selection with beneficiaries) on the SHAWWA project.

- 1 Youth HIV/AIDS and Peace festival (YHAP fest 2006)
- Organise 5 consultative sessions in 3 mining chiefdoms in Kono
- 16 bicycles to Youth Group Educators in 8 chiefdoms(2 per chiefdom – Dama, Gaura, Lower Bambara, Nongowa, Kandu Lekepyama, Small Bo, Simbaru, and Tunkia)
- Sporting kits to Anti Aids Clubs in six secondary schools in Kenema. (Government secondary school Kenema, Holy rosary secondary school, Ansarul Islamic secondary school Kenema, Methodist secondary school Kenema and Luke's commercial secondary school Kenema)
- Monthly stipend to 40 peer Educators (YAA) and 15 life skills facilitators.
- Quarterly financial support to task teams for chiefdom level monitoring in Kono
- Supported 40 SHAWWA beneficiaries provided with 160 bundles of C I sheet (zinc). 64 SHAWWA beneficiaries provided with roofing nails, roofing felt and timber and 12 beneficiaries in yawei chiefdom supplied with tarpaulins/ plastic sheeting (3 each) as temporary measure.
- Assorted kit to 6 physically challenged youths (4 polio, 1 amputee and 1 war wounded) with start up kits.
- Sporting kits to Yengema Youth Development Association in Kono (2 set football vest, 32 pair football hose, 16 football boots and 4 footballs)
- Financial support to Young Women In Need for Development (YWIND) in Kono to undertake a bakery project
- Scholarship to 710 girls in 20 primary schools in 6 chiefdoms in Kono

Support to Community Initiatives

- 16 bicycles to Youth Group Educators in 8 chiefdoms(2 per chiefdom – Dama, Gaura, Lower Bambara, Nongowa, Kandu Lekepyama, Small Bo, Simbaru, and Tunkia)
- Sporting kits to Anti Aids Clubs in six secondary schools in Kenema. (Government secondary school Kenema, Holy rosary secondary school, Ansarul Islamic secondary school Kenema, Methodist secondary school Kenema and Luke's commercial secondary school Kenema)
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- Financial support to Young Women In Need for Development (YWIND) in Kono to undertake a bakery project
- Scholarship to 710 girls in 20 primary schools in 6 chiefdoms in

Research and Documentation

- Evaluation of the 2004-2005 Youth Coalition meetings and seminars
- Conducted Sustainable Livelihood Assessment on youths in Kenema district
- Established data base on youth groups in 8 chiefdoms in Kenema district
- Conducted LNA for 5 Youth Animators
- Conducted LNA for 16 Youth Group Educators
- Conducted LNA for CYG Executives in 8 chiefdoms
- Developed Training Manual and Tool kit for Youth Group Educators
- Carried out 2 KAP surveys in Kenema
- World level information gathering done in 14 chiefdoms in Kono district
- Evaluation of NMJD SLPRS monitoring project
- Conducted research on child miner situation in Kono

- Monitoring and Supervision
- Monitoring and supervision of CYG activities in 8 chiefdoms
- Monitor all SS circle outreach activities and life skills sessions run by Peer Educators , SS and LS facilitators
- Monitored DTTs activities in chiefdoms in Kono and Kenema
- Organized 3 monitoring trips to Yawai/Gorama chiefdom to supervise the construction work on shelter
- Monitored the Young Women in Need (YWIND) bakery project in Kono
- Monitored the impact of activities of mining companies in Kono

Networking and Collaboration

- Organized 2 district level meetings with Youth Serving Agencies
- Attended 5 collaborative stakeholders meeting with Ministry of Youth and Sports in Kenema
- Attended 4 stake-holders collaborative Meetings with the Ministry of Youth and Sports in Freetown
- Organized 2 meetings with Youth Serving Agencies in Freetown to strategise around the review of the National Youth Policy.
- Partnered with Partners on HIV Work (PHW) and other organizations on HIV/AIDS (GOAL, MYRC, ARD, RADA, LWF, IRC, Government hospital, CCSL).
- Organized key stake holders consultations on economic literacy, contractor accountability and public advocacy
- Organized collaborative and information sharing meeting with councillors and chiefdom authorities (PC, section and town chiefs) on the CYG project
- Sat on the following committees/bodies
 - Police partnership board
 - Agriculture
 - Project approval committee – NaCSA
 - UN transitional support team (UN TST)
 - Human Right
 - District security committee (DISEC)
 - NCPSL
 - National Electoral watch (NEW)
 - CAR- campaign against human trafficking

Key Outcomes of Activities Undertaken

- There is now some improvement in Animators work evidenced by self inputting of reports, and improved quality than before.
- Increased knowledge in community Animation and mobilization have helped Animators in mobilizing youth groups to action evidenced by self well arranged meetings and other initiatives by youths at community level e.g., road work in Lower Bambara and Small Bo, and gravity water system construction in Geima Daama chiefdom.
- The collaboration among YSAs, MYS and district authorities have help in bringing out youth issues and concerns at district level and parties are now committed to maintain this relationship evidenced by MOU signed, frequency of meetings attended by members etc.
- The skills training placement has contributed in reducing the number of physically challenged youth from street begging within the township of Kenema.
- Some youth leaders are now included in decision making structures such as CDC, WDC in Lower Bambara, Small Bo, Gaura and Tunkia chiefdoms.
- Increased in the number of young people making assuring statement thereby reducing denial rate on HIV/AIDS as evidence in the KAP surveys.
- The intervention of peace building activities has reduced violence among secondary school pupils as evidenced in the relatively peaceful completion of school league in Kenema

- Increased knowledge level of youth and community people on HIV/AIDS and other STIs as evidence by the initial and final KAP Survey
- Increased level of awareness on HIV/AIDS and VCCT as evidence by the increase in the number of people that under go VCCT e.g. in 2005 number of people were 850 and in 2006 1,200
- Increased number in the use of condom as evidenced by the number of people reaching the office and condom outlet for supply. In 2005 1 carton of condom was distributed monthly, but in 2006, 2 cartons of condoms were distributed monthly.

APPENDIX 3

Western Area Team

Specific Objectives

- To build the capacity of staff through learning trips, exchanges and information sharing.
- To equip Campaign for Just Mining Task Force members with the Environmental Impact Assessment (EIA) tools and how to effectively carry out monitoring of the EIA development activities.
- To strengthen the institutional capacity of regional Task Forces and to technically equip Task Force members, the multi-stakeholders, and other Campaign structures with knowledge and skills in advocacy, lobbying and important mining-related issues.
- To facilitate consultations, information sharing, public debates, research, documentation and publication of issues on HIPC and PRSP, human rights violations in mining communities, women in mining and child labour.
- To facilitate proper functioning of the Eastern Radio in Kenema.
- To publish and disseminate the organization's quarterly newsletter, "*The Network*"
- To facilitate the prompt preparation of activity reports and the production of other publications such as *The Sierra Leone Poverty Watch*.
- To build and strengthen the knowledge base of civil society regarding the SLPRS process, content and budgetary allocations.
- To increase public awareness of the SLPRS process and HIPV-funded programmes
- To monitor and support the activities of District Task Teams.
- To improve interaction and working relationship among Area Team staff.
- To strengthen collaboration and partnerships among groups and organizations working on the diamond and general extractive sectors.
- To stimulate and sustain public debate, popular input into the mining policies of Sierra Leone and campaign for fair international trade/dealing with Sierra Leone's mineral and other natural resources.
- To expand and strengthen international alliances and networking to include other extractive industry-related advocacy campaigns like forestry, fisheries and water.
- To ensure effective tracking of HIPC allocations and expenditures
- To monitor and supervise project activities
- To mobilize required external resources to support community projects
- To organize sensitization meetings in operational communities on thematic issues such as human rights, peacebuilding, civic and political education.
- To facilitate baseline surveys for the Mining and Extractive and Governance and Accountability programmes
- To strengthen collaboration between the Task Teams on the PRSP and HIPC and the local councils.
- To facilitate and support the production of the Annual Diamond Review
- To initiate and facilitate policy dialogue meetings between civil society and the government and its development partners.
- To facilitate government engagement with civil society in the development of the national budget.

- To ensure effective and efficient management of financial and logistical resources.
- To ensure that equipment and logistics are in good working order.
- To ensure that the office premises are always properly kept and well secured.

Activities Undertaken by Area Team

Sensitization, Education and Awareness Raising

- Held and facilitated monthly radio and T.V. discussions on the PRSP, HIPC, mining related issues and budgetary processes in Freetown, Makeni, Mile 91 and Kono.
- Effective use of the media through radio interviews, newspaper reports, press statements and television slots.
- Carried out information sharing on revenue, laws and practices of mining at community and national levels.
- Organized district and national lessons learning sessions with the Task Teams on the PRSP and HIPC.
- Organized district budget hearing sessions with Task Team and community members in the operational areas to enable them undertake and influence the budgetary processes.
- Strengthened the structures and capacity of the Eastern Radio and supported its operations.
- Organized multi-stakeholders consultative meeting for mining communities in Kono district.

Capacity Building

- Organized training for Task Team members and mining communities on environmental impact assessment.
- Organized training for District Task Team members on the PRSP/HIPC at ward level.
- Organized training on the use of the new financial forms and procedures developed by the finance office of NMJD in collaboration with our partners.
- Facilitated and supported the participation of NMJD staff and Task Team members in international conferences to share experiences and draw best practices.
- Seven staff participated in a week-long training in Bo on consulting skills facilitated by Transform Africa.
- Three staff participated in a week-long training on Development Education Learning and Training for Action (DELTA) in Kenema organized by Civil Society Alternative Process Sierra Leone (CSAP-SL) and facilitated by OT Consult.
- Three staff participated in five days training on budget advocacy and poverty social impact assessment (PSIA) in Freetown.
- One staff participated in civil society activities around issues of human rights, APRM and compliance organized in Banjul, The Gambia, ahead of this year's African Union meeting.
- One staff participated in the civil society consultative meeting on the theme: "Civil Society's Perspectives on the Role of the United Nations Peacebuilding Commission in Sierra Leone" organized by Cape Town-based Centre for Conflict Transformation in Johannesburg, South Africa.
- Five staff participated in Result-Based Management training in Freetown facilitated by the Chief Executive Officer of SEND Foundation in Ghana.
- One staff participated in a week-long training on Fieldlink, AGSP and Data Base in Ghana organized by USAID.
- Two staff participated in three days training on Extractive Industry Transparency International (EITI) organized in Freetown by the National Advocacy Coalition on Extractives (NACE).
- One staff participated in three days training on mining laws and policies organized in Freetown by NACE.
- One staff participated in three days training on Toolkit for monitoring government policies organized in Freetown by Christians Aid.

- One staff participated in a month-long online training on building electronic and networks, management of electronic documents and investing in information development.

Research, Documentation and Publication

- Carried out research study and published the report on profile of mining companies operating in Kono district.
- Undertook countrywide impact audit of the Diamond Area Community Development Fund in diamond mining communities
- Undertook countrywide research on the situation child miners in Sierra Leone.
- Undertook preliminary information gathering on the water situation in George Brook community in Freetown.
- Undertook district and ward level data collection on Governance and Accountability issues in the western area, Kono and Bombali districts.
- Participated in the research, publication and dissemination of the report on HIPC- funded projects in Sierra Leone.
- Published and disseminated quarterly newsletter – *The Network*.
- Undertook a joint assessment of mining operations and communities in Kono district with senior officials of the Ministry of Mineral Resources and Members of Parliament. The outcome of the exercise was published in a report titled: TO MINE, OR NOT TO MINE and publicly launched.
- Developed, published and popularized the Financial Policies and Accounting Procedures Manual
- Undertook sustainable livelihoods assessment in Kono district and data collection on the health and education sectors in Kono, Bombali and western area.
- Participated in a countrywide public perceptions survey of the operations of the Special Court for Sierra Leone.

Networking and Coalition Building

- Coordinated and facilitated activities of the Month of Mobilization in Sierra Leone organized by the Sierra Leone chapter of Global Call to Action Against Poverty (GCAP) as part of the global campaign for the eradication of poverty and social imbalances.
- Organized bi-monthly information sharing and planning meetings with local councils and Task Team members.
- Facilitated and supported the formation of the Association of Journalists on Mining and Extractives to generate more public interest around issues of mining.
- Participated in coalitions meeting and activities organized by CSAP-SL, GCAP-SL, NACE, Civil Society Working Group on the APRM, National Elections Watch, Civil Society Group on the UN Peacebuilding Commission, etc.
- Supported the Sierra Leone Association of Journalists (SLAJ) in their efforts to seek justice for their fallen colleague, Harry Hassan Yansaneh, who was unlawfully killed over one year ago; also contributed to the recently established Harry Yansaneh Fund.

Monitoring and Evaluation

- Undertook end of project evaluation of the Sierra Leone Poverty Reduction Strategy Monitoring Project (SL-PRSMP).
- Participated in monitoring and evaluation of HIPC-funded projects and the use of other public resources and facilities.
- Undertook regular monitoring of activities of the Task Teams/Forces.

Advocacy and Lobbying

- Jointly organized policy dialogue meetings with officials of the Ministry of Mines and Mineral Resources and also with relevant standing committees of Parliament.

- Made several presentations on mining and other livelihood issues at national and international conferences where government officials and international organizations participated.
- Analyzed the 2007 budget allocations and issued a press statement highlighting the level of the country's dependency on external donor support and suggesting possible areas to increase domestic revenue generation.

Coordination and Governance

- Held regular Area Team meetings.
- Held quarterly District Task Team meetings.
- Organized two National Task Team meetings.
- Organized quarter programming review and planning meetings.

Institutional Development

- Installed and maintained efficient and reliable Internet and network facilities in the western area offices.
- Bought more laptop and desktop computers for the use of staff and volunteers.
- Provided two mobile phones that are regularly topped-up for the use of staff.
- Successfully disposed of old vehicles to interested staff within the framework of the National NGO policy.
- Bought and put into use a 13 KVA generator and also repaired the old one (Lister machine).
- Bought one Prado Landcruiser to complement the Landrover which frequently breaks down.
- Recruited four new staff including an Accounting Assistant, Regional Director, Programme Manager for Mining and Extractives and a driver.

Key Outcomes of Above Activities

- NMJD staff applied the tools and skills gained to carry out the field assessment in mining communities in the Kono district.
- A draft report of the sustainable livelihood assessment of six mining communities was produced and sent to the consultant, Karen Iles
- Staff gained relevant skills and knowledge on consultancies
- Staff mentored in organizational transformation processes
- District Task Teams (DTT) produced a report of the appraisal and evaluation of HIPC projects across the country.
- District work plans and framework for effective engagement in budgetary monitoring developed
- Knowledge and skills on budgetary processes and public resource tracking acquired by participants
- Civil society carried out research on environmental degradation, child miners, impact of Diamond Area Community Development Fund (DACDF) and on profiles of mining companies
- Increased knowledge on human rights issues by participants.
- Improved work relationship between journalists and other development partners working on human rights.
- Increased civil society participation in monitoring the use of public resources
- Critical views of the public about socio-economic and governance issues were expressed through phone-in-calls.
- The quarterly newsletter, *The Network*, published and distributed
- NMJD unanimously appointed to coordinate the national activities of GCAP
- Improved collaboration between the Task Teams and local councils in the implementation of community development programmes
- Living conditions of people in Eastern Radio's host communities in Kenema improved through the provision of potable water and electricity.

APPENDIX 4

Country Contextual Analysis

The context within which NMJD's activities were implemented during the period under review was relatively stable with communities striving to respond to the twin challenges of food security and poverty eradication.

Political

Since the war was declared over in 2002, Sierra Leone has been struggling to find its feet in the international arena in all aspects. Little wonder then that it is still being described as the poorest but one in the United Nations Human Development Index. A closer look at the situation suggests that despite the continuing stability countrywide, the political situation in the country is still misty, fluid and apprehensive. The closer the country moves to the 2007 elections, the worse off the situation looks. The National Electoral Commission (NEC) has completed the delimitation of constituency boundaries for the elections, and has also successfully piloted a Bill in parliament to conduct the forthcoming elections on constituency basis/first past the post.

Traditional leaders (chiefs) continue to interfere in and champion national party politics whilst politicians manipulate elections ranging from chieftaincy, councils to student unions elections. This is done with impunity and to an alarming extent of aspiring to create systems and structures that would disadvantage opposition parties in the forthcoming presidential and parliamentary elections.

With bribery and corruption rife and with the lack of political will to tackle it, fake projects and improper award of contracts are prevalent all in a bid to use state resources wrongly to party agenda. Armed robbery and petty thefts like mobile phone snatching in the face of a shaky security system continue to plague peaceful citizens. The judiciary lacks independence; every it does is skewed towards reinforcing bad governance, poverty and human rights abuses. The Legislature is weak, uncritical and far-removed from the plight of the very people they purport to represent. There is therefore a loss of confidence in the entire political system, particularly the party in power, by the people.

All of this has led to a yearning by the people to join other political parties, other than the ruling party. And they are doing this publicly without fearing the consequences. Women too are gradually being involved in decision-making and community structures.

Economic

On the economic front, the poor road network has restricted the amount of produce farmers can take to the market for sales and export. Invariably, the foreign exchange remains high; the staple food is largely imported and unaffordable by a large proportion of the population. To add insult to injury, the limited foreign aid and loans contracted are blatantly being mismanaged resulting to poor service delivery. In the education sector, for instance, quality education is being commercialized evidenced by the proliferation of private schools, which less than 5% of the populace can afford. This development is a catalyst for corruption in a society where wages cannot cater for the very basic of amenities including housing, which landlords have chosen to charge in foreign currencies.

The prevalent vicious circle of poverty among the populace is forcing many parents to send their girl child into early marriages, so that these rich old people can serve as support to sustain their families.

Social

In the societal web, political and economic factors are bound to ignite reactions from the social sector where morality is plummeting. Offensive dress patterns of the youths and some men and women are promoting sexual promiscuity. There is increase in the number of commercial sex workers and increasing numbers of minors becoming sexually active. Invariably this has led to increasing teenage pregnancies resulting to early school dropouts. Sexually transmitted diseases are on the upside; but the stigma attached to HIV/AIDS makes many reluctant to take tests even with the abounding sensitization. The admiration of western lifestyle by the youths has left scorn, ridicule and abandonment of their cultural values.

The valuable time and resources wasted to watch football matches whilst the fan base of the local clubs and national team dwindles is a case in point. The increasing patronage of Nigerian movies by especially women and children worsens the situation as it is promoting vices such as promiscuity, fetish, cultism in schools and colleges and criminology in Hollywood fashion.

Technological

Whilst all may seem gloom and doom, there have been advances in technology even if we are lagging behind other African countries. The mobile phone industry has enhanced communication a great deal even though it is not yet affordable by most of the population, and it is believed to be promoting prostitution.

Television/videos/satellites provide information and entertainment that impact on the people, both positively and negatively. Electricity has enabled us do our work both at the office and at home, and powers our phones, refrigerators, stereos, computers etc. Its erratic supply however continuously damages our equipment. Local and international radio stations facilitate information sharing and entertainment for the population.

Appendix 5: List of Staff for 2006

No	Name of Staff	Position	Location
1	Abu A. Brima	Executive Director	Freetown
2.	Mrs. Aminata Kelly-Lamin	Regional Director, West	Freetown
2	Khalidou Abu	Financial Controller	Freetown
3	Sallieu Kamara	Director of Communication	Freetown
4	William Dauda	PRSP Project Animator, Western Area	Freetown
5	Alusine Koroma	PRSP Project Animator, Northern Region	Makeni
6	Salimatu Fofanah	PRSP Project Animator, Northern Region	Magburaka

7	Ms Sunna Bundu	Campaign for Just Mining Officer	Freetown
8	Adama Kamara	Trainee Consultant	Freetown
9	Ibrahim Kallay	Accounting Assistant	Freetown
10	Augustine Mattia	Office Assistant	Freetown
11	Adolphos Anderson	Night Security	Freetown
12	Musa Konneh	Driver	Freetown
13	Alex Sesay	Volunteer Office Assistant	Freetown
14	S. Benny Sam	Regional Director, East	Kenema
15	Mohamed Turay	Volunteer, Campaign for Just Mining	Freetown
16	Ms Alice M'Carthy	Administrator	Kenema
17	Morlai Kamara	Programme Manager, Governance and Accountability	Kenema
18	Abdul Karim Bah	Programme Manager, Youth Empowerment	Kenema
19	Adama Jusu	PRSP Animator, Kenema District	Kenema
20	Cecilia Alieu	PICOT Animator, Small Bo Chiefdom	Blama
21	Ms Fredrica Koroma	HIV/AIDS Animator	Kenema
22	Jestina Kallon	Youth Animator	Kenema
23	Samuel Amara	Finance Officer	Kenema
24	Dennis Lansana	Youth Animator	Kenema
25	John Saidu	Youth Animator	Kenema
26	Paul Kpundeh	Field Assistant, HIV/AIDS	Kenema
27	Edward Mungu	Youth Animator	Kenema
28	Vandi Mansaray	Office Assistant	Kenema
29	Sylvester Vibbie	Driver	Kenema
30	Theophilus Carew	Driver	Kenema
31	Ms Patience K. Yamba	Secretary	Kenema
32	Patrick Tongu	Field Supervisor (Kono District)	Koidu

33	Joseph Ansumana	PRSP Project Animator (Kono District)	Koidu
34	Ms Hannah Charles	Volunteer Finance Clerk	Koidu
35	Paul L. Koroma	Regional Director, South	Bo
36	Sheku James	Trainee Consultant	Bo
37	Mrs. Doris Saffa-Nyamgbe	SGBV Coordinator	Bo
38	Maxwell Kemokai	PICOT Coordinator	Bo
39	Evette Kamanda	PICOT Animator	Bo
40	Lamin Saidu	Finance Officer	Bo
41	Aiah John Bull	Driver	Bo
42	Ms Susan Dauda	Secretary	Bo
43	Issac P. Tucker	PICOT Animator	Bo
44	Ms Rosa V. Vandi	Field Supervisor (SGBV)	Taima/Gondama Camps
45	Edward Kamanda	Project Animator (SGBV)	Taima
46	Steven B. Lahai	Project Animator (SGBV)	Tobanda
47	Ms Patricia Kamara	Social Worker (SGBV)	Tobanda
48	Jasper Sesay	Project Animator (SGBV)	Gondama
49	Ms Kula Massallay	Social Worker (SGBV)	Gondama
50	Emmanuel Aruna	Project Animator (SGBV)	Bandajuma
51	Ms Satta Kallon	Social Worker (SGBV)	Bandajuma
52	Eddie Gbappy	Project Animator (SGBV)	Jimmy Bargbo
53	Ms Isatu Saidu	Social Worker (SGBV)	Jimmy Bargbo
54	Albert Gilbert	Driver (SGBV)	Tobanda
55	John Tommy	Driver (SGBV)	Bo

