Strategic Plan (2021 - 2025)

Supporting Communities to Eradicate Poverty and Reduce Inequalities and Social Exclusion (SURPRISE 2.0)

FoRUT
Transforming Lives

Foundation for Rural and Urban Transformation

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Acronyms

ADD	Alcohol, Development and Drugs
APC	All Peoples Congress Party
C4C	Coalition for Change
CoCSA	Community Credit and Savings Association
CRA	Child Rights Act
CSO	Civil Society Organization
CYP	Children and Young People's Club
DCF	Development Cooperation Framework
ECD	Early Childhood Development
FGM	Female Genital Mutilation
FoRUT	Foundation for Rural and Urban Transformation
GAG	Gender Alert Group
GBV	Gender Based Violence
GDP	Gross Domestic Product
GoSL	Government of Sierra Leone
KM	Knowledge Management
MAF	Ministry of Agriculture and Forestry
MTNDP	Medium Term National Development Plan
MDAs	Ministries, Departments and Agencies
NGC	National Grand Coalition
UFE	Utilization Focused Evaluation
UNSDG	United Nations Sustainable Development Goals
NGO	Non-Governmental Organization
SDG	Sustainable Development Goals
SGBV	Sexual and gender-based violence
SLPP	Sierra Leone People's Party
SMC	School Management Committees
SWOT	Strength, Weaknesses and Opportunities
VCD	Village Development Committees

Executive Summary

The Strategic Plan (SP) was reviewed with the objective to guide the work of FoRUT in the next five years effective 2021. The Plan put into perspective the desire and commitment of the board and staff of FoRUT for institutional sustainability and effective service delivery in the utmost interest of the beneficiaries of FoRUT interventions. The Plan is predicated on the core principles of community and human capital development which include but not limited to education, health, access to clean and pure drinking water, gender equality and fundamental human rights and dignity.

The Strategic Management Model (SMM) was adopted in the formulation of the plan. The model enhanced consultations with a cross-section of the board members and staff of FoRUT, CSOs and other partners on the future role of FoRUT and furthermore, validated the relevance of ongoing projects/activities of the organization. In much the same vein, emerging issues for the work of FoRUT were highlighted and captured. These include Early Childhood Development (ECD), Alcohol and Drug abuse, Gender Based Violence (GBV), climate resilience, livelihood issues, disaster response, trafficking in persons especially children. The issues raised in the consultations were subsequently translated into the 5 strategic pillars contained in this document. The pillars are also aligned with existing policies of FoRUT, the United Nations Sustainable Development Goals (SDGs) and Sierra Leone's Medium-Term National Development Plan (MTNDP) (2019-2023).

The SP provides the pathway for FoRUT to streamline its work with the view to respond to the development needs and realities of the communities they serve in the Port Loko and Moyamba Districts respectively. The theme of the SP, **"Supporting Communities to eradicate Poverty and Reduce Inequalities and Social Exclusion (SURPRISE 2.0)"** is aimed at influencing and supporting the beneficiaries to take the leading role for their own development agenda and aspirations. The pathways to a new beginning for FoRUT are reflected in the carefully formulated strategic pillars. They will guide the work of FoRUT for the next 5 years effective 2021. The strategic pillars are:

a. *Strategic Pillar 1: Institutional strengthening and effectiveness:*
   <u>Outcome</u>: FoRUT is a sustainable CSO, with a high level of legitimacy and ability to carry out effective interventions in their thematic areas; implements high quality organisation policies in place; and benefits from diverse sources of funding.

b. *Strategic Pillar 2: Integral & human capital development*
   <u>Outcome</u>: Men, women and children practise health seeking behaviour and children have access to safe, inclusive and quality education, free from alcohol and drug abuse and realise their full potential.

c. *Strategic Pillar 3: Livelihoods security, local economic empowerment & climate resilience*
   <u>Outcome</u>: Men, women and youth in marginalised communities have access to livelihood opportunities for employment, small business development and increased food production while protecting the environment that improve their standard of living.

d. *Strategic Pillar 4: Social accountability, good governance and access to justice in FoRUT operational areas*
   <u>Outcome</u>: Citizens influence national authorities to revise existing policies and laws on women and children's rights, anti-corruption, land tenure and environmental issues, have access to justice, and hold government accountable.

e. Strategic Pillar 5: *Increased FoRUT's visibility*

Outcome: FoRUT's work and impact are highly visible and recognised nationally and internationally

A number of outputs will be achieved for each strategic priority in the next five years. In addition, projections are made based on the assumption that FoRUT will seek the required technical and financial support from its traditional partners and the wider development partners with similar outcomes and plans.

OUR CORPORATE IDENTITY - OUR SHARED VISION, CORE IDENTITY AND VALUES

1.2. Vision Statement
FoRUT envisions a peaceful, corruption-free and democratic Sierra Leone where everyone enjoys their rights, free from poverty, and harm from alcohol and drugs.

1.3. Mission Statement
Our mission is to empower citizens to fight poverty, corruption, injustice and alcohol and drug abuse, through social mobilization, advocacy, capacity building, and provision of services for sustainable development.

1.4. Core values
We are guided by our vision and mission statements. Our core values are:

a. *Transparency and Accountability:* We are committed to being accountable and transparent through our work and in our relationship with our partners and the community at large. We explain our actions to those we work with and take responsibility irrespective of the outcome.

b. *Trustworthiness:* FoRUT is a dependable partner that can be relied on and trusted in providing correct and appropriate information on its work. We strive to deliver on our promises to our various stakeholders.

c. *Team work:* We believe that every staff is a valued member of FoRUT. We treat everyone with respect, encourage contributions, and recognize efforts, strengths and achievements. We take collective responsibility and shy away from the blame game.

d. *Integrity:* We strive to always do the right thing by doing things according to our policies and principles, and act with openness and honesty.

e. *Inclusiveness and equality:* FoRUT believes that every person deserves to be treated equally, free of all forms of abuse and exploitation, and given equal opportunities in all circumstances. FoRUT is not judgmental to persons with social, physical and or other forms of challenges.

f. *Respect for human rights:* We will give space and voice to all and respect the perspectives of others without prejudice.

STRATEGIC OVERVIEW

The SP for 2016-2020 was completed with a great deal of success and tangible results. These included, but not limited to:

a. Improved staff and institutional capacity to deliver on project and institutional activities;

b. Children and Young Peoples (CYP) club were formed in FoRUT supported schools. The CYP clubs became hubs where children commuted and acquired knowledge about their rights, duties and responsibilities. They also acquired knowledge on the harmful effect of drugs on children, families and communities;

c. Increased enrolment and retention of children in FoRUT assisted schools in Moyamba and Port Loko;

d. Support for the re-admission of girl-mothers in schools;

e. Improved delivery of teaching and learning occasioned by the support provided to teachers for distance education/learning. Consequently, there was increased performance of children in public exams;

f. The reduction in reported cases of Gender Based Violence (GBV) in communities was due to the establishment and support provided to Gender Alert Groups (GAGs). Referrals cases of GBV were monitored and reported on;

g. Satisfactory progress was made towards the inclusion of alcohol related issues in the Non Communicable Diseases Policy and Strategic Plan;

h. Increased resilience of communities to take control of their own development;

i. Women experienced increased economic independence and participated in decision making processes on issues that affected their lives, families and communities at large;

j. Strong alliance building and collaboration with CSOs on common thematic issues like child rights, alcohol and drug abuse. Furthermore, tangible results of alliance building is evidenced in FoRUT's contribution to the review of the Sexual Offences Act and the Anti-Corruption Act;

A number of challenges were faced during the 2016/2020 strategic cycle. However, these did not in any significant way, affect the work of FoRUT. First among them was that very little attention was given to research and resource mobilization and effective field coordination. These challenges will be addressed in the next strategic cycle.

This SP exemplifies the resolve of FoRUT to respond to the human and community development challenges. However, FoRUT's response to the myriad of challenges shall be within the limits of its capacity, available resources and the context in which it operates. This notwithstanding, FoRUT will utilise to the optimum, the goodwill and support of FORUT, Rockdale Foundation, and other potential development partners.

The 5 strategic pillars are outcomes of extensive consultations with the Executive Director, staff of FoRUT, CSOs, a cross-section of beneficiaries and community leaders in Port Loko, Moyamba and Western Area on the future work of FoRUT. The outcome of key decisions and consensus reached during consultations were subsequently translated into the 5 pillars with linkages made to existing policies of FoRUT, existing projects, the UN SDGs and MTNDP. This was done with the view to create synergies, collaboration and partnership in the implementation of the SP.

The success of this SP hinges on the level of financial and technical support provided to FoRUT by its esteemed partners including FORUT and Rockdale. In this regard, the organisation should leverage its huge potential and innovatively transform it into a viable organisation. The commitment of the board members to accompany FoRUT in the journey to institutional sustainability and effective programme delivery is unwavering.

2.1. Methodology and processes
a. Methodology
The overarching approach adopted for the formulation of the SP was the Strategic Management Model (SMM). The Strategic Management Model was adopted in the formulation of the plan. The Model enhanced extensive consultations with CSOs on the future role of FoRUT, institutional sustainability, and effective delivery. Furthermore, the consultations centred on contemporary national and global developmental issues in the context of the work of FoRUT. The issues raised in the consultations were also found to be in tandem with the SDGs and MTNDP. In this regard, consensus was reached to align the work of FoRUT with national and international policy documents as mentioned earlier. The outcomes of the alignments are reflected in the carefully formulated strategic pillars of this plan

b. Processes
The following processes guided the formulation of the SP:
i. Literature Review:
A number of documents including policies of FoRUT, Utilization Focussed Evaluation report on FoRUT and MTNDP were reviewed and analysis fed into the 5 strategic pillars of the SP.
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ii. Engagement of Staff of FoRUT:
A one-day engagement meeting was held with the staff of FoRUT. The meeting provided the platform for the staff to review the mission and vision statements of FoRUT, analyse actions that were done well and those not in the last strategic cycle. The consultant also solicited the views on the way forward for FoRUT for the next 5 years effective 2021. Key recommendations for institutional strengthening and programmatic interventions by FoRUT were highlighted for the next 5 years.

iii. A Roundtable Discussion with FoRUT
A round table discussion was held with FoRUT partners. The discussions focused on ongoing projects and activities and emerging issues like climate resilience, disaster preparedness and response. The outcome of the engagement was fed into the strategic pillars.

iv. District Consultations with Stakeholders

Consultations were held with stakeholders and project beneficiaries in FoRUT operational areas in Port Loko and Moyamba Districts. The consultations gave them the platform to express their views on FoRUT's interventions in the last strategic cycle. They also gave their perspectives on the future direction of FoRUT for the next strategic cycle. These views were captured and fed into the strategic pillars.

2.2. Context Analysis

The context analysis presents a broad overview of FoRUT's internal and external operational environment, national political landscape and socio-cultural context.

2.2.1. Internal operational environment:

❑ **Board Members**

FoRUT has a properly constituted board headed by a chairperson. The Board comprises of 11 members of which 4 are women. There is also 1 child representative on the board. The board provides policy directives to guide the operations of FoRUT. The Board meets periodically to discuss and provide guidance and support to the management team to enhance the day-to-day administration of the affairs of FoRUT.

❑ **Management**

The management team of FoRUT is headed by the Executive Director. The other members of the management team are the Head of Programmes, Human Resources and Administrative Manager and Finance Manager. The Executive Director is responsible for the day to day administration of the affairs of FoRUT and for policy implementation as directed by the Board.

❑ **Staffing**

FoRUT has three departments: Programme Department, Human Resource /Administrative (HR/Admin) Department and the Finance Unit. Each department contributes to the effective functioning of the organisation. HR/Admin and Finance Departments provide various support services to programme work. With competent staff, FoRUT strives to deliver high impact projects to the communities it serves.

2.2.2. External Operational Environment

Contemporary political, governance and social landscape in Sierra Leone:

Sierra Leone operates a presidential republic type of government wherein the President is both the Head of State and Government as well as the commander-in-chief of the Armed Forces. The executive powers of the President are exercised either directly by him or through his appointed Ministers and other appointees who are answerable to him. The President is elected by absolute majority vote through a two-round system.

Members of Parliament of Sierra Leone are elected through the first past the post system for a period of 5 years. There seventeen registered political parties in Sierra Leone but only four political parties and independent candidates are represented in parliament. Of this number of seats, the governing Sierra Leone People's Party (SLPP) currently has 58; All People's Congress (APC) 57; Coalition for Change (C4C) 8; National Grand Coalition (NGC) 4 and Independent candidates 3. There are also 14 Paramount Chiefs, one from each of the fourteen districts. In total, there are 132 Members of Parliament.

The 1991 Constitution of Sierra Leone requires "political parties to shape the political will of the people and to disseminate information on political ideas, and social and economic programmes of a national character'. The fulfilment of this constitutional mandate is a huge challenge. Political parties do not have any programme on governance and civic education rather than to field candidates for elections. Other

challenges include: poor inter and intra-party cohesion, politically related violence, and very low level of women, PWDs and youth representations in the political party hierarchies.

In 2019, the GoSL with the support of its development partners formulated and launched the MTNDP. It aspires to improve the lives of Sierra Leoneans though education, inclusive growth and building of a resilient economy. The plan stands on 8 clusters:

i. **Cluster 1** - Human Capital Development
ii. **Cluster 2** - Diversifying the Economy and Promoting Growth
iii. **Cluster 3** - Infrastructure and Economic Competitiveness
iv. **Cluster 4** - Governance and Accountability for Results
v. **Cluster 5** - Empowering Women, Children and Persons with Disability
vi. **Cluster 6** - Youth Employment
vii. **Cluster 7** - Addressing Vulnerabilities and Building Resilience
viii. **Cluster 8** - Plan Implementation.

The eight clusters above are intended to address the nation's economic, social and development needs. FoRUT's strategic pillars are linked to seven of the clusters of the national development plan. The country is divided into 5 regions, 14 districts and 190 chiefdoms. There are 22 local councils; with 16 district councils and 6 city councils. FoRUT's thematic areas are closely aligns with the national development agenda and all the outcomes contribute to achieving the goals of the MTNDP.

❑ *The Economy*:
Sierra Leone has a weak economy. The national economic freedom score is 47.5, making its economy the 167th freest in the 2019 Index. The country's overall score decreased by 4.3 points, with a steep plunge in fiscal health and lower scores for labour freedom, monetary freedom, and business freedom. However, there are overwhelming improvements in the tax burden, judicial effectiveness, and government integrity. Also, Sierra Leone is ranked 42nd among 47 countries in the Sub-Saharan Africa region, and its overall score is well below the regional and world averages. In an effort to move away from dependence on diamond production, Sierra Leone has taken measures to improve the regulatory framework, but the overall business environment lacks efficiency and transparency.

Much of the labour force employed in the informal sector. The top individual income tax rate has been cut to 15 percent, and the top corporate tax rate is 30 percent. Other taxes include goods, services, and interest taxes. The overall tax burden equals 12.2 percent of total domestic income. The combined value of exports and imports is equal to 79.4 percent of GDP. The average applied tariff rate is a relatively high 10.3 percent. Although there are improvements, the financial system remains in post–civil war recovery mode and lacks capacity. However, the government has taken some steps to improve the legal framework, tax administration, and public debt management to address pervasive corruption.

❑ **Women and Children's Rights:**
The Free Quality School Education (FQSE), the flagship progamme of the Government, increases school enrolment and retention, promoting school safety, inclusive education. The Child Rights Act (CRA) of 2007 is under review. A draft Child Rights Bill has been validated. The bill addresses a number of gaps and inconsistencies in the CRA. Additionally, the Strategy for Children in Street Situations is also being finalised to address the rights and needs of children in street situations.

There has been progress in Sierra Leone in dealing with harmful traditional practices. The conversation on Female Genital Mutilation (FGM) is now a subject of public discourse and engagement led by CSOs. Hitherto, discussion on FGM was sacrosanct and a taboo to talk about by non-initiates and men.

Considerable progress has been in tackling FGM. The push is for initiation to be by the full consent of the initiate. Additionally, a number of women's groups, traditional leaders, women village heads ("Mamie queens"), teachers, parents and even the traditional female initiators ("sowies") are now actively engaged in sensitizing communities in order to stop the uncontrolled circumcision of girls under the age of 18.

Sexual and Gender-Based Violence (SGBV), which constitutes gross human rights violations is a chronic social problem in the country. The One-stop Centres and the 166 toll-free line has enhanced reporting and ensured a coordinated response to SGBV and reduces burden on survivors and their families. The Sexual Offences Model Court in Freetown increases access to victim-protected justice for sexual offences. While magistrates are now deployed in every district to ensure speedy and fair trial of SGBV cases, there still remain a huge backlog of cases for which trail should be concluded.

Harmful traditional practices such as Female Genital Mutilation persist due to cultural beliefs. Child FGM, which targets the girl child is not yet prohibited though bye-laws banning child FGM have in force in some local communities. FGM is closely connected to chid marriage and teenage pregnancy, Since it is forms part of the rites of passage.

There is an encouraging amplification of voices for a national commitment to increase women's participation in governance processes. The main threat is the fear of changing power relations between women, men, and existing traditional practices that continue to ensure women's subordination. A key strength to be drawn upon to address these challenges is the encouraging attitude of men towards women's participation in governance. Cluster 5 of the MTNDP focusses on increasing women's political participation 66. In term of women's political representation. Women's representation in parliament minimally increased from 12.4% in 2012 to 12.9% in 2018. The Government launched the Gender Equality and Women Empowerment (GEWE) Policy in December 2020. The GEWE Bill has been tabled in parliament for enactment.

❑ *CSOs*:
The general principles of Sierra Leone's 1991 Constitution is supportive of civil society. However, there are a huge overhang of laws, and administrative procedures that are not 'civil society' friendly. These include The Public Order Act of 1965 that impinge on freedom of association; and the official secrecy provisions in the Civil Service's General Orders make it very difficult to obtain information from public officials and institutions.

There are attempts by GoSL to control the operations of CSO. In 2018, the Development Cooperation Framework (DCF) was submitted to the Cabinet of GoSL. There are numerous provisions in the DCF that impose severe restrictions on the operations of Non-Governmental Organizations (NGOs). The DCF for instance provides that "assistance channelled through NGOs must be aligned to national priorities." This may result in preventing funding to projects that do not align to national priorities such as good governance, advocacy and human rights. In view of this, there is a widespread view that the provisions of the DCF are draconian and an attempt to muzzle the operations of CSOs.

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

An internal review of FoRUT's Strengths, Weaknesses, Opportunities and Threats (SWOT) was conducted. Staff and stakeholders in Port Loko, Moyamba, Western Area and a cross-section of partners had the opportunity to reflect on the strengths of FoRUT. This was analysed as a strong organisational capital. During the engagements, the unanimous view was that FoRUT has immensely prompted transformative changes in the lives of children, women and vulnerable people in the communities.

We had the opportunity to also reflect on our weaknesses. There was consensus that since the weaknesses were internal to FoRUT, there was need for a collective action to surmount the weaknesses through innovate ways stated in this strategic plan. The opportunities and threats are external forces outside the control of FoRUT. However, the lessons learnt will help to maximize future opportunities and develop safeguards against threats.

Strengths	Weaknesses	Opportunities	Threats
Governance			
Existed as a successful local NGO since 2015		Partnership with FORUT (Campaign for Development and Solidarity) in Norway	National corruption perception hinders confidence in national institutions
Board members are credible and knowledgeable on organisational governance & leadership			
Smooth board transition			
Human Resource, Administration and Finance			
Well structured board and administrative system	Weak record keeping and Knowledge Management (documentation of successes and processes of accomplished activities or interventions)	Goodwill of international NGOs	National political tentions and challenges to national cohesion are potential threats to the work of FoRUT
Transparent in its operations. Example, plans and budget sharing with stakeholders and beneficiaries at district level			
Availability of organiational policies that guide the work of FoRUT			
Available of adequate office spaces			

Annual regular audit			
Programme			
Integrated approach to community work	Weak attention or focus on research	Existence of Sierra Leone's Medium Term National Development Plan (2019-2023) as a policy framework for national development	Impact of climate change on livelihood securitty
Community structures are empowered to lead their own development	Weak resource mobilization efforts	Country Programme of Actions (CPAs) of international development partners and UN agencies are in line with the strategic pillars of FoRUT	Harsh NGO policy (Development Cooperation Framework) that limits the participatinon of NGOs and CBOs
Competent in outcome mapping and result-based management		Credible CSOs and community volunteers in operational areas are always willing to collaborate with the organization	Outbreak of diseases that interupt programme work or reverse impact
A robust M&E system			Competing demands for limited funding opportunities from Int ernational development partners
Good alliance building			
Staff Experience in advocacy			
Adopted a human rights-based approach to programming			
Communication			
Presence on various social media platforms			
Growing collaboration with MDAs			

4.1 Thematic Areas

FoRUT's thematic areas are Alcohol Drugs and Development (ADD), Child Rights (CR), Gender Equality (GE), Livelihoods, and Good Governance and Civil Society GG&CS).

4.1.1 Alcohol, Drug and Development

The harmful use of alcohol leads to, and increases social problems. It heavily impacts on the individual, family and nation's capacity to reduce poverty, halt the spread of HIV, overcome gender-based violence, reduce abuse and neglect of children and promote gender equity. There is a dearth of data on the impact of excessive use of alcohol in Sierra Leone, which the Global Burden of Disease Study 2010 identified as the fifth leading risk factor for ill health and early death globally.[1] Excessive use of alcohol can also slow down human development, reduce productive time for the employed, and interfere with medication. The harmful use of alcohol is linked to gender-based violence including especially rape and sexual penetration, and domestic violence, interpersonal violence, and communal violence. The WHO *Global strategy to reduce the harmful use of alcohol*[2] outlines cost effective measures to reduce harm from alcohol, which reinforces education, mobilization and policy control in an integrated manner. FoRUT will support advocacy initiatives through alliances for a potent regulatory framework on alcohol, drug and tobacco control. FoRUT's work will be consistent with international standards, taking cognisance of local conditions for drug use prevention, and provide programmatic and policy guidelines for national and local actions.[3]

4.1.2 Child Rights

The Child Rights Act was passed in 2007. Awareness of CRs issues and the provisions of the Act, cultural values, beliefs and practices and institutional lapses that lead to the insufficient enforcement of the law are some of the major barriers to the protection and promotion of children's rights. FoRUT's child right approach is focused on two sub themes- the right to access and completion of senior secondary school education and improving learning outcomes for children, particularly adolescent girls. While the right to access and completion will focus on improving school safety for pupils especially for girls, improving learning outcome will focus on improving early grade reading and teacher competence.

FoRUT's approach to CRs emphasises both promotion of rights that ensures that neglect and abuse are prevented, and protection where mitigation measures are critical. Child participation is at the core of FoRUT's work which gives voice and space to children to contribute to their own development. Through this approach, children's perspective interventions will prompt proactive decision making in the best interest of the child. And where children's rights are violated appropriate child protection measures will be taken.

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[1]Institute for Health Metrics and Evaluation 2013, The Global Burden of Disease: Generating Evidence, Guiding Policy, University of Washington (https://www.business.unsw.edu.au/research-site/Documents/2013-Global-Burden-of-Disease-Report.pdf)
[2]World Health Organization 2010, Global Strategy to Reduce the Harmful Use of Alcohol (http://www.who.int/substance_abuse/msbal)
[3] United Nations Office on Drugs and Crime, International Standards on Drug Use Prevention

4.1.3 Gender Empowerment (GE)

GE is a development agenda that strives to build a nation where women and men are equal, and where women, including girls, enjoy freedom from all forms of discrimination. The agenda fights persistence socio-cultural beliefs, attitudes and practices that treat women as less equal in all spheres of life. FoRUT's GE agenda covers gender mainstreaming to promote equality, inclusion and respect for human rights as both an organisational and a development goal. Two key sub-themes under GE are: economic empowerment promotes livelihood security and (ii) Maternal and Child Health promotes sexual and reproductive health and rights (SRH&R) and child health, and fights against SGBV. Economic empowerment focuses on improving women's livelihood through the adoption and facilitation of community credit and loans initiatives; improving maternal and child health captures community mobilization for increased attendance on Ante Natal Care (ANC), Institutional delivery and Post-natal care. Its approach to child health is also not limited to interventions on exclusive breastfeeding and Infant and Young Child Feeding (IYCF).

4.1.4 Good Governance and Civil Society

FoRUT believes that effective civil society is the nucleus through which good governance prevails. Our focus on civil society hinges on the need to strengthen networking and collaboration among CSOs to promote advocacy on social protection, rights and increased accountability. FoRUT, through Alliances, collaboration and will support advocacy for and supporting the development and implementation of legal frameworks on alcohol, drug, mental health and tobacco control issues in Sierra Leone. FoRUT also mobilizes grassroots support through Alliances for reducing corruption and promoting good governance through non-violent approach in Sierra Leone. FoRUT provides a platform for building the capacity of the membership of People Power Movement Sierra Leone (PPM SL) and other CSOs to participate in nationwide activities. FoRUT will continue to work with the governance structures and local civil society actors and at all levels

4.1.5 Livelihoods

FoRUT believes that building local economies through agriculture and non-agricultural economic activities will enhance livelihood security and wealth creation in rural communities. Support farmer groups and farmer-based organizations (FBOs) along the agricultural value chain, with a focus on selected crops based on demand will promote food security. FBOs will be supported to access community resources such as farm land, to increase production and processing. FoRUT will provide employable skills for marginalised male and female in communities target communities. Facilitating the formation and operations of Community Savings and Credit Association (CoCSAs) will provide financial services for new and existing micro-enterprises. All of these economic activities will increase household income, increase women's economic empowerment, and improve standard of living in rural communities. FoRUT will also support FBOs and CoCSAs to be sustainable economic groups, eligible to register and operate bank accounts and access loans.

### 4.2 Principles in FoRUT's Work that are fundamental for Change

➢ Placing people in the centre of their own development
➢ Working with both duty-bearers to fulfil their duties and/or right-holders to claim their rights.
➢ Evidence for results, impact, and learning
➢ Building partnerships

4.3 Programme Strategies

- ***Service Delivery*:** While service delivery is the main domain of government, non-state actors such as FoRUT will work with other non-state actors and government to fill existing gaps, influence the development of and compliance to national standards, and share best practices.

- *Capacity Building:* Capacity building builds knowledge, changes attitudes, values and behaviour, and provide skills rights holders, gate keepers, and duty bearers that enable them to address inequalities, neglect and abuse, and improve the quality of life especially of the vulnerable. It will be provided at multiple levels on the various themes as well as on the integration of the themes.

- *Participation:* Participation enhances inclusion and is used both as a means and an end to achieve development outcomes. Rights holders add authentic voice causes that affect their lives. FoRUT will also build people power, which has the greatest potential to influence change.

- *Mobilisation:* Mobilisation is used to change behaviour changes that result from education and training, and participation to drive civil actions that pursue local and national solutions for the prevention of harmful alcohol use, sexual and gender-based violence, and child abuse and neglect, and for influencing policy and legal reforms.

- *Alliance Building, Network and Collaboration:* FoRUT relies on existing coalitions, and the formation of a new coalitions to advocate for, and support policy and legal reforms and monitor their implementation on children and women's rights alcohol and drug, mental health issues in Sierra Leone.

Diagram 1 is a pictorial representation of FoRUT's strategies:
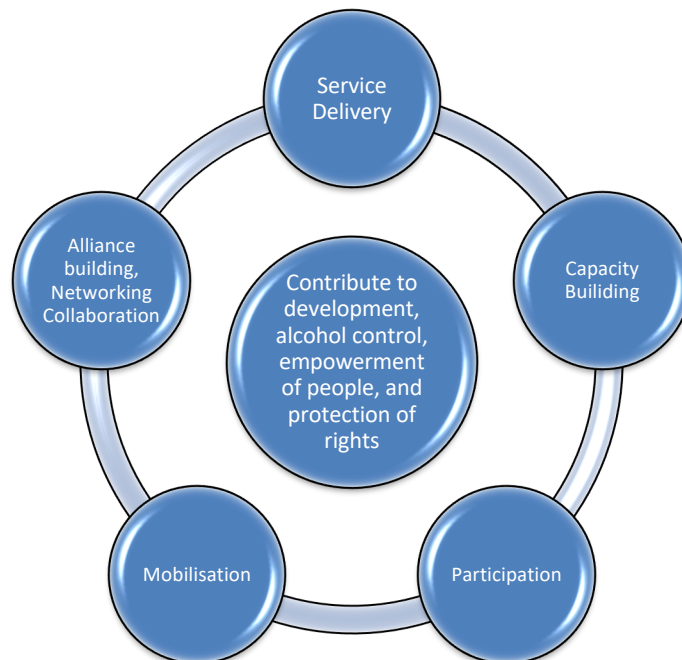
4.4. How we Work

FoRUT believes in that communities should own their own devlopment. We do direct implementation in schools and communities. We equip school and community structures and provide material support to them to influence change in their respective areas. We will also work with networks and alliances to implement this startegy

4.5 The Integrated Approach to Programming

FoRUT has adopted an integrated approach to address ADD, CR, Livelihood and GE for its 2021-2025 programme framework to ensure that achievements in one thematic area produce positive impact in other areas for lasting improvements in the lives of men, women and children. The interconnectedness between ADD, CR, GE and GGCS requires a robust integration of responses using human rights based approach. WHO and UNDP are leading the global movement to increase awareness on the intersection between harmful alcohol and drug use, GBV and HIV, and policy coherence in the three areas in order to achieve greater social, health, and economic outcomes. The integrated approach demands that policies and service delivery in each of thematic areas are mutually reinforcing of each other, calling for multidisciplinary and multi-sectoral partnerships with GoSL through the ministries and local councils, private and other civil society organisations.
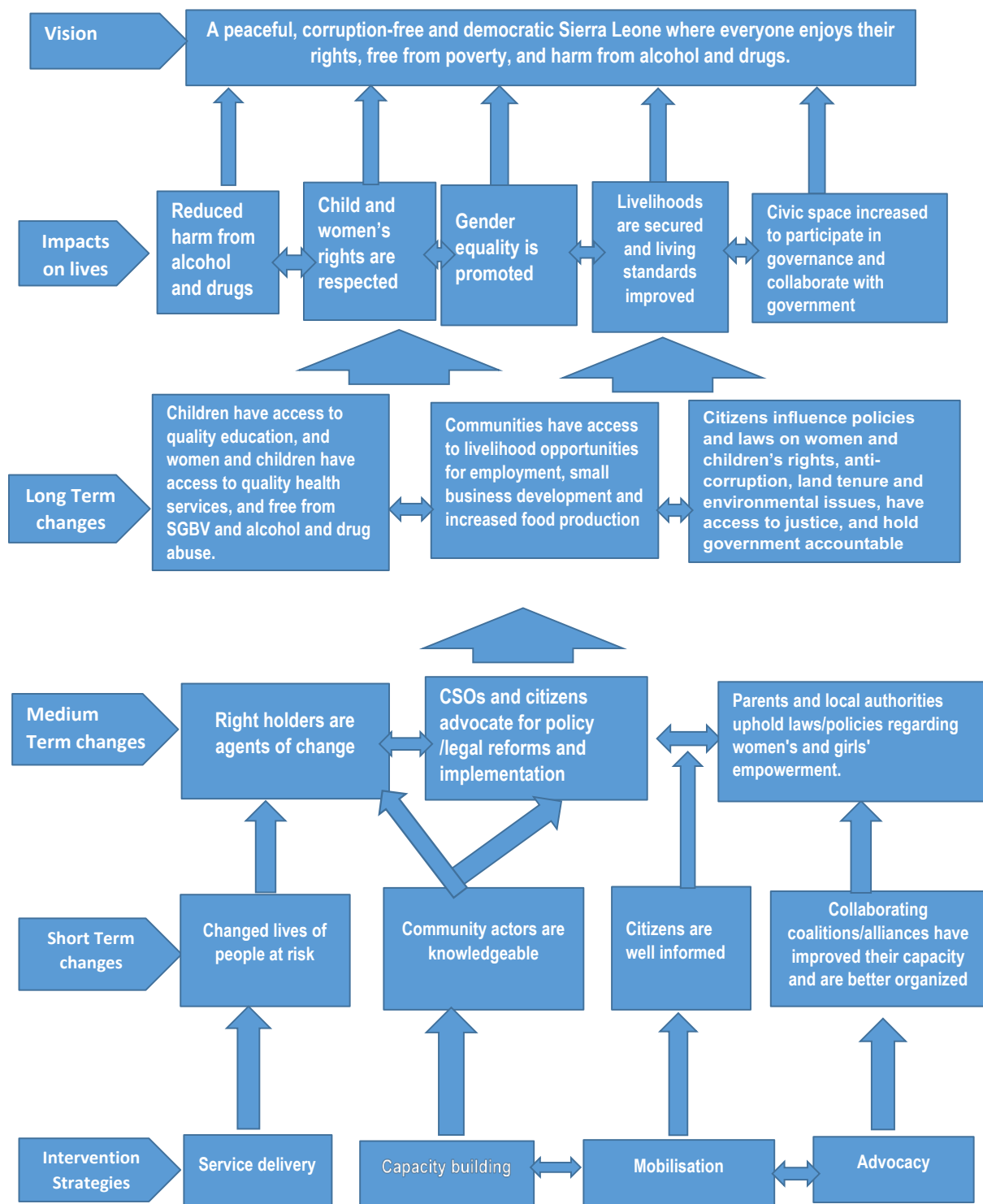
Impact: men, women and children are living in a safe and conducive political, socio-economic and cultural environment; where good governance, gender equality and human rights prevail, the right to safe learning, decision making and livelihoods are guaranteed, and enjoy freedom from violence, alcohol and drug abuse, and harmful traditional practices.

4.6 Pathways to Change

FoRUT believes that if policies on alcohol and drugs control, anti-corruption and human rights including women and children's rights are developed, reviewed and implemented, with participation from well-informed, organised, and trained and informed civil society and citizens who undertake lobby and advocacy for policy development and reforms, and lead social and behaviour change for socio-economic development, duty bearers will be more accountable for development outcomes.

FoRUT believes that if rights holders, particularly women and children, are self-aware of their civic and human rights, included in decision making processes, advocate and participate in policy and legal reforms that protect their rights and monitor and report violations of such rights, and have access to high quality basic services, and economic opportunities, they will contribute to a peaceful, corruption-free and democratic Sierra Leone where men, women and children are free from poverty and social injustice and alcohol and drugs are not obstacles to development. FoRUT believes in the power of children to influence social change including how society treats them. If children are well organised, trained and mentored, they will influence their peers, families, and leaders to protect their rights and consider their interests, needs and rights in development.

FoRUT Visual Theory of Change

Vision → A peaceful, corruption-free and democratic Sierra Leone where everyone enjoys their rights, free from poverty, and harm from alcohol and drugs.

Impacts on lives

| Reduced harm from alcohol and drugs | Child and women's rights are respected | Gender equality is promoted | Livelihoods are secured and living standards improved | Civic space increased to participate in governance and collaborate with government |

Long Term changes

| Children have access to quality education, and women and children have access to quality health services, and free from SGBV and alcohol and drug abuse. | Communities have access to livelihood opportunities for employment, small business development and increased food production | Citizens influence policies and laws on women and children's rights, anti-corruption, land tenure and environmental issues, have access to justice, and hold government accountable |

Medium Term changes

| Right holders are agents of change | CSOs and citizens advocate for policy /legal reforms and implementation | Parents and local authorities uphold laws/policies regarding women's and girls' empowerment. |

Short Term changes

| Changed lives of people at risk | Community actors are knowledgeable | Citizens are well informed | Collaborating coalitions/alliances have improved their capacity and are better organized |

Intervention Strategies

| Service delivery | Capacity building | Mobilisation | Advocacy |

STRATEGIC PILLARS

The overall goal of this SP is to identify and develop strategic directions that will guide the work of FoRUT, enhance its capacity to respond to the needs of its beneficiaries and marginalised communities guided by the organisation's vision and mission statements, the UN SDGs and the MTDF of GoSL.

Pillar 1: *Strategic Pillar 1: Institutional strengthening and effectiveness*
The **Strategic Outcome** of this pillar is**:** FoRUT is a sustainable CSO, with a high level of legitimacy and ability to carry out effective interventions in their thematic areas; implements high quality policies in place; and benefits from diverse sources of funding.

The implementation of actions under this pillar will make FoRUT an effective, efficient, financially viable organisation in all its operations. The delivery of FoRUT's development work is contingent upon a strong, credible, effective and efficient organisation. In this regard, there has to be a paradigm shift from doing business as usual to addressing several distinct, yet connected strategic actions for the institutional capacity strengthening of FoRUT. These include staff capacity development through training and professional exchange visits, building strong institutional systems and processes, transformative leadership at the board and management levels; strengthening of existing partnerships and forging new ones. The provision of the required logistics and equipment to enhance the work of FoRUT is an important pathway to institutional strengthening.

FoRUT will implement an Organizational Capacity Building Plan (OCAP). The plan is an outcome of the Organizational Capacity Building Process that FoRUT undertakes periodically. It is based on the "Facilitator's Guide to the Organisational Capacity Assessment Process (and Tool)" published by the Atlas Alliance in 2013. FORUT in Norway, FoRUT's key partner, modified the Process and Tool based on the experience of using the tool in Sierra Leone, and based on a different approach to Institutional Assessment used by The Development Fund, which it uses for all partners. FoRUT will benchmark its achievement in institutional strengthening and effectiveness based on the extent of the implementation of the OCAP.

Strategic Pillar 2: Integral and Human Capital Development
The **Strategic Outcome** of this pillar is**:** Men, women and children in deprived communities in project areas practise health seeking behaviour and children have access to safe and quality education including WASH, free from alcohol and drug abuse and realise their full potential.

Integral Human Development within the context of the work of FoRUT is about the integrated development of the human person, covering all aspects of life: education, health, and social, political and wellbeing among others. FoRUT will rollout interventions to significantly improve access to quality education for children, inclusive development for beneficiaries to realize their fullest potential. This pillar relates to a number of clusters and sub-clusters in the MTNDP.

A key variable of this strategic pillar is focused on children's rights to education. This is against the backdrop that when children enjoy the right to quality education in a safe learning environment it enables them to enjoy many other rights. This is more profound for adolescent girls who face many barriers to access and completion of school. FoRUT will contribute to removing socio-cultural and economic barriers to education. It will specifically protect children's rights in schools and communities, including against sexual abuse and alcohol and drug abuse. It will promote life skills education including adolescent sexual and reproductive health (ASH&R); strengthen child safeguarding, and increaseg child participation in

schools and communities. FoRUT will also support Government's efforts to improve community participation and ownership in school management, strengthen school leadership and provide conducive learning environment for pupils in school and community.

FoRUT will contribute to improving quality education and learning outcomes at the primary school level. It will improve teacher competence through in-service training, coaching and supervision that will promote early grade reading and support reading and literacy in secondary schools, effective performance management of schoolteachers and leaders, and the use of learner-focused approaches in improving learning outcome, and assist with teaching and learning materials in community schools. FoRUT will also support community-based approaches to providing safe and supervised study environment for children. It will also contribute to increasing awareness of, and implementing Government's policy on education sector, including the Radical Inclusion Policy.

FoRUT will also promote community-based early childhood development and education (ECDE) that support children's social, emotional, physical and cognitive development for lifelong love of reading and learning. FoRUT will adapt the ***grandmother project: change through culture approach*** to promote the wellbeing and rights of children, particularly girls. The approach recognizes and takes advantage of the prominent and influential role of grandmothers in promoting the development, wellbeing, and rights of children and promoting positive values and making lasting change in their families and communities.

We will promote gender equality and women's empowerment in all components of FoRUT work. It will support sexual and reproductive health and rights (SRH), integrated management of childhood illnesses and reduce maternal illnesses and deaths through community health workers, school-based and community actions against alcohol and drug abuse, voluntary screening for common non-communicable diseases at community level, including hypertension and diabetes, and promote referral for treatment and awareness on managing the conditions. FoRUT will continue to complement the Government's efforts in improving WASH in schools and communities as services that contribute to the survival, protection and development of children, particularly girls.

In addition, FoRUT will facilitate the provision of mental health services in target schools and communities It will facilitate psychosocial care associated with the incidence and recovery from SGBV and other forms of abuse, violation and injustice, alcohol and drug abuse, families in distress, poor learning outcomes in children, and disaster and emergencies. It will promote community-based services and referral to specialised services. It will continue to be an active member of the Mental Health Coalition that undertakes actions that improve service delivery and influence policy and legal reforms for a more people-centred, inclusive mental health care. This will include the introduction and popularisation of the use of the WHO e-mhGAP for diagnosing and responding to mental illhealth.

Strategic Pillar 3: *Livelihoods Security, Local Economic Empowerment and Climate Resilience*
The **Strategic Outcome** of this pillar is*:* Men, women and youth in marginalised communities have access to livelihood opportunities for employment, small business development and increased food production while protecting the environment that improve their standard of living.

This pillar in part, stands on the principle that every person has the right to a standard of living adequate for his or her health and wellbeing. FoRUT will rollout interventions to reduce poverty, inequalities, and vulnerability to climate emergencies. This includes the right to food and livelihood protection. In this strategic cycle, FoRUT will promote and support the following:
   a. Livelihood strategies that protect and strengthen beneficiaries abilities, especially women to earn decent living through agricultural and non-agricultural activities;

b. Support and provide opportunities to farm families through farmer-based organisations to participate in the agricultural value chain, using climate smart techonologies, for increased food production and income.
c. Promote the production and consumption of diverse, nutritious foods to reduce malnutrition among children.
d. Support beneficiaries (with primary focus on women and girl mothers) to diversify their livelihood options, both on and off-farm, as a platform for growth and economic empowerment;
e. Support communities and empower them to lead and take actions on sustainable land use and protection of vulnerable communities from land-based investors.
f. Support access to financial services in rural communities

Livelihoods that depend on agricultural activities for local economic are particularly vulnerable to changes in the climate. Accordingly, strategic pillar 3 creates the nexus between livelihoods security and climate resilience. This is especially so when Sierra Leone "is ranked as the third most vulnerable to climate change in the world[4]". Climate change threatens livelihood activities (including food security), human health, and increases human exposure to extreme events. It is in this regard that FoRUT will rollout interventions to build climate resilience and build the capacity of farmers to respond to climate challenges. The key national policy reference for FoRUT's intervention on climate resilience is cluster 7 of MTNDP, which focuses on addressing vulnerabilities and building climate resilience.

Strategic Pillar 4: *Social accountability, good governance and access to justice*;
The S**trategic Outcome** of this pillar is**:** Citizens influence national authorities to revise existing policies and laws on women and children's rights, anti-corruption, land tenure and environmental issues, have access to justice, and hold government accountable.

FoRUT is aware that social accountability, good governance and access to justice remain one of the topical and recurring issues in Sierra Leone today. Apparently, these concepts have been flouted by those entrusted with political power and management of state resources at the national and community levels. Although the country has abundant natural and mineral resources, there is pervasive poverty due to lack of strong social accountability and good governance.

During the next 5 years, FoRUT will enhance accountability, good governance, and access to justice for the vulnerable. It will seek /strengthen solidarity and collaborate with its partners and CSOs to raise citizens' awareness, empower and support them to take the lead to demand for social accountability, good governance and an enabling environment for access to justice for all at the community and national levels. Advocacy and support for policy and legal frameworks to reduce harm from alcohol fall under this Strategic pillar. FoRUT will work through existing civil society alliances, namely, the Sierra Leone Alcohol Policy Alliance People Power Movement – Sierra Leone, Africans Rising Movement, and the Child Rights Coalition Sierra Leone to pursue common agenda. FoRUT draws support from its regional and global networks, particularly FORUT in Norway. These will be in line with the revised ACC Act, African Union (AU) Charter on Democracy, Elections and Good Governance, AU Agenda 2063; ECOWAS Protocol on Democracy and Good Governance, UN Convention on the Rights of the Child, Child Rights Act 2007, the Sexual Offences Act (SOA) 2019 and the Amended SOA 2020, the Gender Justice Laws. The achievements of this pillar will be benchmarked against core outputs.

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[4] Inter-governmental Panel on Climate Change, 2014

Pillar 5: Increased FoRUT's visibility at all levels

The S**trategic Outcome** of this pillar is*:* FoRUT work and interventions are highly visible and recognised nationally and internationally.

FoRUT strives to be recognised the leading voice for rural and urban transformation through innovate and sustainable interventions in Sierra Leone. The strategic goal is to ensure that FoRUT's mission, values and its work support rural and urban transformation in its operational areas and that these are effectively communicated to a broad audience at the local and international levels.

FoRUT's will undertake a number of actions to enhance its visibility at all levels. Key intervention areas will include developing a blog, regular write-ups or updates on FoRUT's website and Face book page. This is against the backdrop that publishing something in print or electronic form allows the public to learn about the interventions of FoRUT. These pieces also help to establish institutional credibility within the development sector and thereby make FoRUT a more trusted source of information. People searching for information tend to gravitate towards trusted sources, and one way to do this is for FoRUT to build up a reputation in the development sector.

In addition to the above, FoRUT will pursue the following:
   a. Engage in relentless communication with the beneficiaries, stakeholders and the public;
   b. Bring the work of FoRUT to popular events
   c. Develop a policy to ensure that FoRUT's name is attached to every tangible and finished product;
   d. Every office premises should have clearly designed and visible signpost at a distance;
   e. Actively engage the print and electronic media to increase awareness about the work of FoRUT;
   f. Partner with organizations with the institutional objectives;
   g. Create and renew networks through partnership and collaborations at the community and national levels;
   h. Building/strengthening relationships with other organizations who share similar visions with the view to help cement FoRUT's name within their memory.

DISSEMINATION AND ENGAGEMENT ON THE STRATEGIC PLAN

FoRUT will disseminate the content and implementation strategies and processes in the SP to stakeholders and partners. This will engender ownership, inclusivity and participation. Furthermore, the dissemination process will raise awareness about the pathways of FoRUT for the strategic cycle 2020/2024.

5.1. Dissemination activities and messages

FoRUT will formulate and convey them through the dissemination activities. The messages will explain the rationale for the SP, the targets set, and the results achieved periodically. All messages designed should be positive, persuasive, clear, simples and focused.

5.2. Communication plan

i. FoRUT will integrate a plan to disseminate the SP to specific and target audiences in the overall organisational communication plan that it will develop.

ii. The dissemination will follow four main strategies, in which communication contents and channels are tailored to different target groups: community stakeholders in operational areas, local and international development partners and GoSL. The dissemination strategies will include:
   a. Delivery of key messages directed at targeted stakeholders/audiences;
   b. Define the targeted audience to disseminate a specific strategic pillar;
   c. Plan a list of activities for achieving the aims above;
   d. Monitor and evaluate the impact and effect of the dissemination;

6.3. Dissemination plan

No	Activity
	**Develop an action plan for the dissemination and engagement on the plan, which would include the following:**
1	National and district launch of the strategic plan to engender local ownership of the document
2	a. Communities b. Staff and partners via electronic mailing lists c. The general public on the website and at public events
3	Prepare talking points for each targeted audiences for the dissemination of the plan a. Community stakeholders b. Beneficiaries c. CSOs d. Board Members e. Staff of FoRUT f. International partners
4	Organise radio and TV discussion programmes to sensitize communities on the FoRUT strategic plan
5	Organise annual stakeholders' meeting, including a donor conference on the strategic plan and progress in its implementation

PART 7 – RISKS, ASSUMPTIONS AND MITIGATION MEASURES

The key risks and assumptions underpinning this plan are plotted on this table and along them relevant mitigation measures using the PESTLE paradigm.

Aspect	Risk	Assumptions	Mitigating factors
Political	• Shrinking civic space due to the draconian Development Cooperation Framework (DCF); • Increased insecurity • Increased political tension • Hostility towards civil society;	• GoSL will not approve and implement the DCF; • There be peace & national cohesion involving all national actors • There will be an enabling environment in the operations of CSOs.	• Participate in public interest advocacy to negotiate a review of the DCF • Map political/violent conflict hotspots and engage in conflict resolution interventions • Identify and collaborate with local & international allies for strategic peace paths.
	• Non-cooperation by relevant state & non-state actors to support the work of FoRUT;	• Cooperation by relevant state & non-state actors to support the work of FoRUT • Int. partners will be receptive of FoRUT's interventions	• Identify strong national, regional and global partners. • Assess needs for solidarity and collaboration with organizations
Economic	• Withdrawal/reduction in donor funding. • Rising inflation – food prices and cost of living • Increased inequalities, leading to increased violence. • Government noncompliance with service delivery commitments	• Policies of Britten-woods institutions policies towards S/Leone remain positive. • There will be economic stability in the country. • Donor funding conditions remain favourable. • There will be adequate resources to support SLMTDF; • Nat. efforts against corruption & impunity are sustained.	• Advocate for GoSL to continue its pursuance of pro-people trade negotiations, social and economic policies; • Diversify sources of income; • Civic education that links governance to economic rights and addresses inequality and discrimination.
Social	• Dissatisfaction among the youth for lack of opportunities to enhance their resilience • There may be increase in teenage pregnancy & more girls will drop out of school	• GoSL will provide job opportunities to youth and enhance their resilience • There may be adequate social protection & community sensitization on dangers of teenage pregnancy	• Undertake advocacy and strategic engagements with the MYA & NYC to support livelihood skills for youth • Engage GOSL and CSOs on the dangers of teenage pregnancy • Advocate for passage of the Gender Equality Bill into Law
Technological	Hackers may develop new intrusion techniques that current technology cannot detect.	• Technological systems required will be available; • Sufficient technical assistance with relevant partners.	• Network with relevant national and global partners for its ICT needs & keep abreast of the most modern firewalls.
Legal	• Resistance to pass the Gender Equality Bill into law. • MP may pass laws that may roll back gains in the democratic and human rights; • GoSL may not be responsive to the legal reforms	• The Gender Equality Bill may be passed into law; • Progressive laws may be passed that will consolidate the democracy and human rights gains; • The Law Officers Department may be responsive to the legal reform needs of the country	• Engage in advocacy, public education and campaigns for the passage of the Gender Equality Bill into law. • Build alliances and collaborate with CSOs and other actors for law reform • Advocate for the increased independence. of the judiciary
Environmental	• Environmental issues may continue being given a peripheral focus by state actors. • Powerful economic interests (including Multi-national Corporations) may bribe their way out of tough environmental regulatory measures & hence continue with environmental degradation habits.	• There will be a change of attitude towards environmental issues and hence a more robust approach to environmental resilience; • There will be better enforcement of environmental laws & policies where these exist and the enactment of the same where none exists.	• Mainstream environmental rights by highlighting the negative consequences of environmental degradation; • Monitor environmental agencies like EPA to ensure that they do not permit environmental degradation

The risk matrix below has been used in conjunction with the SWOT and PESTLE analyses in the SP. The level of risk is measured by both the likelihood of something occurring and the severity of impact if it were to happen. These controls or mitigation actions, in addition to programme and project level risks to be identified during the planning of new projects, will subsequently be implemented, monitored and reviewed throughout the life of the SP. New organizational risks may be identified during annual risk assessment exercises.

Risk matrix

Areas	Risks	Likelihood	Impact	Controls
Reputation	A real or perceived link with partisan politics by the public, CSOs, international development parters and the public damages FoRUT's reputation.	**Low**	**High**	▪ FoRUT to develop and implement a policy on political neutrality ▪ Personnel of FoRUT to subscribe to FoRUT's commitment to political neutrality
Financial/ Criminal	Financial loss, fraud, money laundering,	**Low**	**High**	▪ Rigid financial policy and systems including periodic internal audits ▪ Clear responsibilities & segregation of duties ▪ Monitor exchange rate losses or gains and review impact on expenditure and income ▪ Use appropriate bank accounts & procedures ▪ Regular budget monitoring and forecasting and grant management
Security	▪ Obstacles to the effective delivery of services. ▪ Political instability, ▪ Hostile CSO regulations.	**Medium**	**High**	▪ Periodic security risk assessment ▪ Crisis management policy and procedures ▪ Health & safety and security training
Climate change	Climate change and its impact on vulnerable communities	**Medium**	**High**	▪ Support communities on climate resilience; ▪ Regular sensitization on climate resilience
Thriving economy, laws and policies for business environment	Weak economy, high inflationary rates, high interest rates	**High**	**High**	▪ Advocacy for a thriving business environment ▪ Advocacy for reforms of laws and policies for a competitive business environment
Donor confidence in local CSOs/NGOs	Widespread perception about corruption in Sierra Leonean society	**Medium**	**High**	▪ Partner with credible international NGOs ▪ Strong anti-corruption policies

Foundation for Rural and Urban Transformation FoRUT

9.1. Monitoring Evaluation and Learning (MEL) Framework

The MEL framework will reflect the monitoring and evaluation of the SP, programmes/projects and enhance Knowledge Management (KM). The combined systems will support the systematic monitoring and evaluation and serve as a guide to measure the performance of the SP for accountability, informed decision-making and learning. The framework serves as a pathway for monitoring and evaluation and clarifies the following;

- What is to be monitored and evaluated?
- The activities needed to monitor and evaluate
- Who is responsible for monitoring and evaluation and learning?
- How do we measure impact?
- When monitoring and evaluation activities are planned (timing)?
- How monitoring, evaluation and learning are carried out (methods)?
- What resources are required and where will they be committed?

FoRUT will build on its existing M&E system for an evidence-based monitoring and evaluation of the SP. FoRUT uses the outcome mapping approach for programme design and management. The results framework, which is a separate document, maps out the results to be achieved from the implementation of the strategy: the impact, outcomes, outputs for each of the SP and how we measure them. Outcome and output results are measured through the indicator tracking matrix. Progress markers provide the framework to assess the extent to which school, community, CSO alliances and MDAs and supported and how they positively influence social and behaviour change in their constituencies and change in the policy and legal environment to transform lives and communities.

FoRUT is increasingly using ICT to accomplish this. Starting 2021, it uses Kobo Collect system, a free online and offline data collection system to manage programme data. This has made monitoring and reporting easier.

The **MEAL Framework**

a. *Monitoring:* The Management of FoRUT has the primary responsibility to implement and monitor the SP. The M&E Officer will support Management in monitoring activities, reviewing reports and providing feedback on the progress achieved or otherwise.

b. *Evaluation:* The Executive Director is responsible for the evaluation of the programmes, projects, and other activities that contribute to the achievement of the strategic outcomes of the SP.

c. *Learning:* The Management will lead and facilitate learning activities relating to the implementation of the SP. The reports, analysis and projections will provide a clear understanding of how the interventions and investments are all contributing to the vision and mission statements and over all institutional objectives of FoRUT.

9.3. Knowledge Management

Knowledge Management (KM) is the process of capturing, creating, storing, sharing, and effectively using knowledge. Therefore, the KM system will cut across all areas of FoRUT's work, including civil society alliances and networks that it belongs to and coordinates regularly and periodically. FoRUT will particularly work with the Sierra Leone Education Partners' Network to promote knowledge management that contributes to improving access and quality education as well as school governance and management at the basic and senior secondary school levels. To this end, collaboration is key. KM cuts across M&E, research, planning, practice, administration, and learning, and supports the achievement of organizational objectives. It also helps with capacity development and information sharing for informed decision-making and the adoption of best practices.

The implementation of a KM system is against the backdrop that FoRUT operates in a competing environment and constantly need to be competitive. To this end, an effective and enduring KM system is a critical pathway to make FoRUT a viable and competing organization.

9.3.1. Objectives of a KM system for FoRUT
i. To support personnel of FoRUT for better work output and help them grow professionally.
ii. To lower costs of time and resources by preventing the reinvention of the wheel all the time;
iii. To eliminate deficits caused by repeating the same mistakes.
iv. To increase institutional relevance by innovating and creating new capabilities at the institutional level;
v. To make FoRUT a leading organization in documenting and sharing knowledge to a variety of stakeholders;
vi. To increase income generation by stimulating the flow of ideas for investment;
vii. To increase win rate by improving the proposal development processes;
viii. To increase engagement quality with local and development partners;

9.3.2. Strategies for effective KM system
Management will consider the following:

i. **_Motivation_**: Put in place a system to measure and reward collaboration, sharing, capture, and reuse of learning and knowledge;

ii. **_Networking_**: Encourage District Managers to put in place systems for programme/project staff and the M&E Officer to network or collaborate in the implementation of projects and together capture and document learning.

iii. **_Supply_**: Develop a system for a repository of policies, manuals, MoUs, evaluation reports and project proposals among others. This can serve as a clearing house wherein staff and members to seek knowledge and access information;

iv. **_Analyze_**: Identify patterns and trends in previous work, and select proven practices from the collected stories or reports.

v. **_Codify_**: Develop standard processes to follow and ensure that quality data and information are part of reports and documents;

vi. **_Act_**: Follow the standard processes, and reuse proven practices on new opportunities. Also employ partner feedback on every intervention or opportunities;

vii. **_Invent_**: Use partner and beneficiary feedback to improve existing interventions and initiate new ones;

9.3.3. Monitoring and Evaluation Framework
This will focus on the capturing and measuring KM access, sharing and use within FoRUT. FoRUT will also extend it to the alliances and networks that it coordinates. FoRUT will closely monitor the progress of implementation of knowledge management activities through:

KPI	Indicators	Measurable indicators	Outcome indicator(s)
KPI 1 – Capture of data, information & knowledge products	Level of functionality & effective use of KM products	Data capture Development & use of KM & products	Increased awareness and knowledge of the work & interventions of FoRUT
KPI 2 – KM systems developed & integrated for optimal performance;	Quality of FoRUT website, social media, databases & national repository developed;	FoRUT website, FoRUT WhatsApp groups, 1 repository (documents, video, pictures)	
KPI 3 – KM activities are monitored for overall effectiveness;	Level of dissemination of learning, access & feedback	Dissemination, Social Media monitoring & Feedback	

9.3.4. MEL Matrix

MEL framework for FoRUT					
Performance Monitoring: *to determine if interventions are progressing according to plan and to obtain regular feedback on the progress being made in the implementation of the SP*					
Type	**Purpose**	**MEL Event with data Collection Methods**	**Time or Schedule and Frequency**	**Expected product**	**Responsibility**
Routine Process monitoring	To track progress and targets on the individual projects that contribute to the SP	Regular field sites monitoring visits and use of designed monitoring tools for field work	Monthly	Periodic reports	District offices
High frequency monitoring	To provide responses or risks to projects and or investments of FoRUT	Real time monitoring with the relevant ICT device.	Quarterly	Situation updates reports and analysis	FoRUT Head Office
Results Oriented Monitoring (ROM)	To see progress on outputs and indicators at national and field levels	Field sites visits and review of reports submitted by field staff	Quarterly	Report	FoRUT Head Office
Performance Reporting	To provide programme/project level and progress of investments to the board and management of FoRUT.	Reports generation	Quarterly & Annual	Quarterly and Annual Reports	FoRUT Head Office

Resource Mobilization

FoRUT will continue to cherish its traditional partnership with FORUT in Norway. FORUT is a Norwegian aid organisation that works to contribute to the social mobilisation of the poor and oppressed in their struggle for better living conditions and basic human rights. It has a framework agreement with NORAD, The Norwegian Agency for Development Cooperation, which ensures long-term financing of the programmes and projects they have in partner countries and organizations.

Over the next five years, it will vigorously explore internal and external opportunities for fundraising to implement the strategy. This will reduce FoRUT's dependence on FORUT as its main or only source of funding sources. FoRUT will continue to build partnership with both national and international NGOs and civil society organizations with common interest to respond to funding opportunities. Such partnerships enable the organization to work in consortiums with complementary skills and experiences for high quality results that contribute to the national development goals.

Objectives of Resource Mobilisation

The overall objective is of resource mobilization to promote sustainability of the operations of the organization and the impact of our work at community and national level, and with other organizations. The specific objectives are to:

a. Increase the proportion of funding from domestic sources
b. Increase institutional funding
c. Expand partnership with national and international NGOs

To achieve this, FoRUT will build the capacity of staff in fundraising and proposal development . This will include taking advantage of capacity building opportunities from partners, including ongoing support from FORUT in Norway. Currently, FoRUT has a Resource Mobilization Committee in place. Funds permitting, it will recruit a dedicated staff for fundraising.