

Mission

The organization builds an ecosystem of advocates and experts who collaborate with communities to defend communities' rights and pursue their own vision of development in the face of destructive resource extraction operations driven by foreign investment. We bridge the gap between community-based advocates and the professional resources they lack, allowing them to engage regionally and internationally to build a sustainable future that fits with their own vision, needs, and culture.

Vision Statement

The organization seeks to create a world in which communities in West Africa have access to the professional services and resources necessary to defend their rights, articulate and advocate for their own vision of development, and avoid the abuses of government-sanctioned, unchecked foreign investment. With these enhanced capacities, they will be able to avoid the environmental degradation, corruption, violence, and economic deprivation that often afflict communities in the wake of extractive operations and other destructive development projects.

Theory of Change

We believe that communities will only gain the skills and resources necessary to engage on a more equal footing with the companies and public entities that threaten their lives and livelihoods if we can bridge the gap between that exists between them and the local advocates, professional experts, and international networks that can help them. By working directly with communities to strengthen their resilience and simultaneously fostering a culture of public interest legal and professional service, The organization will build a holistic “advocacy ecosystem” that provides to communities the various kinds of expertise and assistance they need to pursue their own development choices.

A. Community-Driven Sustainable Alternative Developments Workstream

Objective	Measures of Success	Mission-aligned Results
1. Make experts available to advise the community on alternative development strategy	Sign up one Ghanaian litigator and at least one other lawyer (transactional, administrative) to support community development plans	Community has access to legal resources that support its chosen development goals
	Find financial advisers to assist with community financial self-sufficiency initiative	Community builds foundation of financial stability that enables durable resistance to mining company and other external influences
	Based on initial consultations with community, identify and recruit relevant development experts, including experts in agricultural resilience	Community has access to expert resources that support its chosen development goals
	Orchestrate at least three meetings between experts and community representatives	Community develops familiarity with expert analysis and support
2. Strengthen communities' capacity	At least two advocacy trainings conducted	Community strengthens its resilience, resistance capacity, and ability to win over powerful stakeholders to its chosen development plans

for advocacy and resistance	Conduct land rights and legal needs assessment	Community has stronger legal foundation to resist pressure and pursue its own development plans
3. Articulate sustainable alternative development strategy	Sub-groups/interest groups mapped, structure for collaboration and consultation established, and women/youths/marginalized groups are actively participating in community meetings	Community development plan reflects needs, aspirations, and expectations of diverse constituencies
	Presentation and meeting facilitation materials for articulating alternate development plan are completed	Community development plan process is replicable in other communities
	Outline of alternative development plan has been prepared	Community is coalescing around long-term, self-driven development plan
	Fifty community households have developed sustainable savings plans, including at least ten female-headed households	Community builds foundation of financial stability that enables durable resistance to mining company and other external influences
	Ten households in each of the four villages has tried out new agriculture resilience techniques	Mainstay of community subsistence is strengthened, increasing resilience and providing basis for more forward-thinking development plans

B. Public Interest Lawyering Initiative for West Africa Workstream

Objective	Measures of Success	Mission-aligned Results
1. A regional network of public interest litigators and advocates is established	Successfully organize one gathering of the network	Public interest lawyers across the region believe PILIWA provides them with a sense of belonging and support Communities are receiving legal support that otherwise would be unavailable
	At least one new legal action supported and launched	
	Members actively collaborating outside network	
	Two new lawyers added to network, including at least one from the Sahel and/or one woman	Number of lawyers practicing community-based/ social justice-oriented lawyering in West Africa is increased, and existing community lawyers have increased capacity to do their work and can inspire others with their success
	All existing ECOWAS case studies updated and finalized, Nigeria and Ghana case studies commissioned and finalized, and ECOWAS litigation strategy developed	PILIWA lawyers have increased ability to collaborate on a regional scale and elevate human rights concerns to ECOWAS level
	At least one trainee placed with PILIWA member organization	PILIWA member organizations have increased capacity to operate, and young lawyers are being exposed to community lawyering practice
2. The next generation of public interest lawyers has been trained and inspired	Map of likely threats to network members and resources has been completed	PILIWA members experience a reduced level of threat from government and other powerful actors
	Contacts made with institutions in at least two West African countries, for purposes of training and public events	PILIWA is prepared to conduct trainings in two West African countries, thereby positioning itself to spread knowledge and interest in community lawyering

	PILIWA members surveyed and priorities for curriculum development identified	PILIWA's trainings will reflect most important gaps in education and awareness relating to community and cause-oriented lawyering
3. The political, cultural, and economic realities that hinder the development of public interest lawyering have been altered and significantly reduced	Barriers to PILL identified via network member surveys and focus groups, and consultant identified and engaged for financial barriers study	PILIWA is poised to conduct groundbreaking research and advocacy that will lead to reduction of practical, political, and financial barriers to community representation

A.1 - Make experts available to advise the community on alternative development strategy

- a. Sign up one Ghanaian litigator and at least one other lawyer (transactional, administrative) to support community development plans
 - Develop Terms of Reference and sign contract with CEPIL to support community (September/October)
 - Make contacts with other lawyers through NGO community, law school, and Bar Association (November – February)
- b. Find financial advisers to assist with community financial self-sufficiency initiative
 - Identify and contact NGOs and professional associations that advise communities on financial management (July – August)
 - If necessary, develop models for collaboration and intervention and use them to brief potential collaboration partners (August)
 - Develop Terms of Reference and conclude cooperation agreement with relevant organizations/individuals (August – September)
- c. Based on initial consultations with community, identify and recruit relevant development experts, including experts in agricultural resilience
 - Hold meetings with community to identify preliminary development priorities (November – February)
 - Identify and contact NGOs and professional associations based on these priorities (February – April)
 - Identify and contact NGOs and professional associations that have expertise in agricultural resilience (July – September)
- d. Orchestrate at least three meetings between experts and community representatives
 - Identify priority interventions (July – February)
 - Travel with experts to Donkro Nkwanta for consultations/meetings (August – April)

A.2 - Strengthen communities' capacity for advocacy and resistance

- a. At least two advocacy trainings conducted
 - Identify advocacy training needs (probably negotiation and local government advocacy) (October – November)
 - Find trainers (November – February)

- Bring trainers to community (April – May)
- b. Conduct land rights and legal needs assessment
- Specify scope of work (land rights assessment, current state of mining rights and oil exploration rights in Donkro Nkwanta, creative communal land-based strategies) (August)
 - Develop ToR and sign with CEPIL (August – September)
 - Facilitate CEPIL visits to the community to carry out assessment (September – December)

A.3 - Articulate sustainable alternative development strategy

- a. Sub-groups/interest groups mapped, structure for collaboration and consultation established, and women/youths/marginalized groups are actively participating in community meetings
- Work with facilitators to identify sub-groups (January – March)
 - Hold community meetings to develop process (March – May)
 - Evaluate meeting attendance and intervene to promote participation of marginalized groups (April – May)
- b. Presentation and meeting facilitation materials for articulating alternate development plan are completed
- Work with Spark MicroGrants partners to develop Donkro Nkwanta-specific materials that incorporate advocacy module (November – February)
- c. Outline of alternative development plan has been prepared
- Hold weekly community meetings to scope out priorities (February – June)
 - Develop outline of possibilities (April – June)
- d. Fifty community households have developed sustainable savings plans, including at least ten female-headed households
- Organize Village Savings and Loan groups in the four villages (August – April)
 - Conduct supplementary trainings on saving and financial management (December – May)
 - Conduct monitoring and evaluation of savings participants (August – May)
- e. Ten households in each of the four villages has tried out new agriculture resilience techniques
- Bring agricultural expert to Donkro Nkwanta to collect information about farming techniques and identify priority interventions (August – September)
 - Coordinate with ACDI/VOCA agricultural extension officer (August – September)
 - Hire agricultural consultant to develop action plan for agricultural trainings and support for adopting new techniques (September – October)
 - Conduct trainings and carry out plan (October – June)

- Collect information on farmers learning and adopting new techniques (October – June)

B.1 - A regional network of public interest litigators and advocates is established

- a. Successfully organize one gathering of the network
 - Green Advocates to find venue in Monrovia and arrange logistics (July – September)
 - CEPIL to manage funds for network meeting (OSIWA grant) (July – September)
 - THE ORGANIZATION to coordinate communication with network members (July – September)
 - All PILIWA leaders to develop agenda, find resource persons (July – September)
 - Attend network meeting in Monrovia (September)
 - Follow up with participants on commitments made at network meeting, with emphasis on completing ECOWAS case studies, launching case-based support, and disbursing small grants and stipend support grants. (September – November)
- b. At least one new legal action supported and launched
 - Discuss case-based support at network meeting (September)
 - Visit each of network countries to discuss priority cases (July – April)
 - Provide research/drafting support as needed (July – April)
 - Assist network members with connections to external resource persons (July – April)
 - Provide small grant support as needed/appropriate (October – April)
 - Provide stipend support grants as needed/appropriate (September – April)
- c. Members actively collaborating outside network
 - Identify opportunities for collaboration at network meeting (September)
 - Prioritize THE ORGANIZATION support for inter-member collaboration (October – July)
- d. Two new lawyers added to network, including at least one from the Sahel and/or one woman
 - Ask network lawyers to identify additional candidates, with priority on adding female lawyers and lawyers from the Sahel (June – May)
 - Contact candidates and recruit for network meetings (June – May)
 - Prioritize field visits to assess and recruit new candidate lawyers (October – May)
- e. All existing ECOWAS case studies updated and finalized
 - Identify gaps in existing case studies (June – September)
 - Discuss case studies at network meeting and elicit commitments from members to complete updates by April 2017 (September)
 - Conclude ToRs with network members for case study completion and disburse funds (September – February)

- Visit network members to check on completion of case studies (October – March)
 - Compile and edit updated case studies (March – April)
- f. Nigeria and Ghana case studies commissioned and finalized
- Meet with Nigerian and Ghanaian partners to identify priority cases (July – August)
 - Elicit commitment to conduct case study (September)
 - Conclude ToRs with network members for case study completion and disburse funds (September – February)
 - Visit network members to check on completion of case studies (October – March)
 - Compile and edit updated case studies (March – April)
- g. ECOWAS litigation strategy developed
- Set priorities for ECOWAS litigation strategy with Green Advocates and CEPIL (July – August)
 - Discuss ECOWAS litigation at network meeting to identify both national litigation components and ECOWAS-level components (September)
 - Through network partner site visits and phone/Skype calls, ensure that ECOWAS strategy is integrated with national and sub-regional strategies (October – May)
 - Recruit network partner SERAP to assist with consult with network members on ECOWAS complaint drafting and advocacy strategies (September – October)
- h. At least one trainee placed with PILIWA member organization
- Complete stipend support program guidelines and get comments from CEPIL and Green Advocates (August)
 - Solicit applications for trainee stipend support, prioritizing organizations that can provide full-time employment and work on a specific, network-related legal action (August – September)
 - Disburse funds and monitor use through site visits and periodic check-ins with trainee (September – May)
- i. Map of likely threats to network members and resources has been completed
- Discuss threats to network members during network meeting and site visits (September – April)
 - Identify possible resources to assist network members who are threatened (February – April)
 - Compile and analyze threats and possible resources to develop threat map (April – May)

B.2 - The next generation of public interest lawyers has been trained and inspired

- a. Contacts made with institutions in at least two West African countries, for purposes of training and public events
 - During site visits with network members, meet with heads of legal institutions, including law schools and Bar Associations, to brief them on PILIWA (July – April)
 - Open discussions with new Dean of the University of Liberia Law School about developing curricula and training modules (August – September)
- b. PILIWA members surveyed and priorities for curriculum development identified
 - Develop survey for PILIWA members on curriculum priorities (August – September)
 - Conduct survey at network meeting (September)
 - Conduct follow-up conversations during site visits to flesh out answers and understand training needs (September – April)

B.3. - The political, cultural, and economic realities that hinder the development of public interest lawyering have been altered and significantly reduced

- a. Barriers to PILL identified via network member surveys and focus groups
 - Develop survey for PILIWA network members on barriers to PILL (August – September)
 - Conduct surveys at network meeting (September)
 - Conduct follow-up conversations during site visits to flesh out answers and understand training needs (September – April)
 - Conduct desk research on literature related to barriers to access to justice (February – April)
- b. Consultant identified and engaged for financial barriers study
 - Consult with colleague organizations to identify consultant with expertise in financial modeling for litigation (January – February)
 - Contact potential consultants and discuss parameters of study (February – April)
 - Develop ToR and finalize contract with consultant (April – June)