

STRATEGIC DEVELOPMENT PLAN

2020 - 2023



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Born from the flanks of ENDA GRAF, ONG3D is a non-governmental organization whose creation and emergence have been strongly marked by the process of expression and democratic deepening that led to the second democratic changeover in Senegal in 2012.

It finds its identity in a triple centrality:

- *Democracy which must be forged as a framework for the expression and exercise of a plural citizenship, committed and open to national and international issues.*
- *Human rights which are the manifestation of a rule of law based on equity and the promotion of the most vulnerable populations.*
- *Sustainable local development which constitutes the most relevant level for the mobilization and engagement of communities, civil society organizations and local elected officials.*

It is around this triangle that ONG3D has structured its action. Today, it appears as a major organization that contributes to the deepening of democracy, particularly through rigorous monitoring and quality information on the implementation of public policies. It acts daily to improve the transparency and accountability of public development acts and strengthens the citizens' capacity to monitor decision-makers.

ONG3D is at the heart of the most modern and decisive aspect of democracy: public decision-makers who take action and are accountable for the use of public resources entrusted to them by the popular will.

I. AN ORGANIZATION THAT ADAPTS TO THE EVOLUTION OF ITS CONTEXT

1. The gestation phase (before 2008)

ONG3D emerged from the flanks of ENDA Graf at the end of the 2000s. Its initiators were members of the ENDA GRAF network and worked on its behalf, particularly in the Rufisque county, on issues related to community health, nutrition, decentralization and local development.

It was around a core group of about 10 people that Rufisque's team began the march that would officially give birth to the ONG3D in 2008. Gradually, **this dismemberment of ENDA GRAF in Rufisque will become autonomous thanks to its maturity and its capacity to mobilize partners** which enabled it to create the conditions for a detachment from the parent structure.

The team took advantage of the opportunity offered by ENDA GRAF to empower some of its programs, acting within a wide network.

Unlike many local organizations which, during the same period, were "franchised" by European or Western international NGOs, **3D can thus be considered as an entity stemming from an African organization whose roots and identity were forged in the actions carried out in close proximity to community-based organizations** in the areas of Rufisque, Dakar, Diourbel, Fatick, Kaffrine and Kounghoul.

Its original skills were built around supporting grassroots communities and populations to improve their health and participate more actively in local development actions.

This phase corresponds to a time when civil society organizations' dynamics were driven by activists committed to the social transformation of their country, helped by democratic changes and the deepening of decentralization at the national level and by the period that followed structural adjustment policies that opened wide spaces for the emancipation of private initiatives.

The premises of ONG3D are marked by the commitment and enthusiasm of young activists and the euphoria generated by the processes of democratization in Africa.

The headquarters of the future NGO in Rufisque is a space for encounters, solidarity and, because of the exchanges and opportunities for collaboration it offers, it has emerged as a **resource centre open to populations, associations and local elected officials**.

With the progressive diversification of partnerships and opportunities for financing activities (USAID, Bröt für die Welt, ICCO, European Union), the affiliation to ENDA GRAF was a major obstacle to the emergence of these young activists who have steeped their experience in community accompaniment, support for social project management and local development.

The accumulated experience had **created the conditions for the total autonomy of what would become ONG3D, built around the triptych Democracy - Human Rights - Local Development**.



2. The development phase (2008-2013)

The partnerships built during 3D's gestation phase made it possible to **diversify activities in several counties of Senegal** and, above all, to consolidate a nascent structure that was thus able to acquire human resources (project managers, animators, supervisors).

This phase is marked by the rise of 3D, which is developing major projects in the field of decentralization, local development, nutrition, health and gender promotion.

With the help of Senegalese, Dutch, Spanish, etc. partnerships, it initiates multifunctional platforms for processing agricultural and fishery products, building infrastructures for young people and women, social project management and support for local authorities.

Social anchoring in Senegalese terroirs and territories has shaped **an approach consisting in involving populations in the search for solutions** to the problems they face. 3D tests the concepts it uses with the populations: participatory democracy, local governance, participatory budget.

While implementing projects in different areas of the national territory, **3D is strengthening its organizational and institutional base** with the support of USAID (strengthening human resources, drawing up an initial strategic development plan and an administrative and financial management manual).

In its process of detachment from ENDA GRAF, 3D builds its identity and autonomy and acquires new skills, always with the support of USAID. To consolidate its expertise, it has benefited from a new program in 6 regions of the country on the theme of decentralization, governance and transparency of public action.

In addition to the first generation of activists who created and animated the structure, **young people from the national higher education institutions bring new skills (financial analysts, economists, statisticians) and reinforce the professionalism of the structure.** Thus, in areas such as the financial traceability of national resources and local financing, 3D is acquiring an expertise that sets it apart from many national NGOs. Activism and expertise can now characterize the evolution of the structure.

This phase is not only one of increasing power, but also of greater visibility and notoriety among national opinion, technical and financial partners and public authorities (national and decentralized).

The 2012 referendum and presidential elections will consolidate this awareness with a project that has allowed for rigorous observation of the electoral process, with the deployment of 5,000 observers throughout the country.



3. The maturity phase (2013-2017)

Today, a twofold observation can be made, which has gradually taken place in the course of ONG3D's evolution:

- It is strongly imbued with political issues related to governance and democracy. This originality has been built around the programs undertaken during its ten years of existence. Recognized for this work at the local and national levels by public authorities and technical and financial partners, **it asserts its leadership within civil society organizations**. ONG3D is able to federate the initiatives of civil society organizations in alliances such as the Network of Citizen Observers (RESOCIT) or the National Coalition for Budgetary Monitoring (CONASUB). It is a leader in these alliances.

3D's story is that of an NGO working in several fields (health, agricultural and local development, economic initiatives, etc.). However, it marks its difference and its expertise particularly **in issues relating to governance (national and local) and the deepening of democracy**. Its distinctive competence is fundamentally concerned with these issues and one could speak of a core business (governance and democracy) and related trades that do not really break with what many structures in Senegal are doing. However, this diversity in its mode of intervention is a richness that must be preserved.

Based on its main expertise, it can thus develop a transversal approach - *ensuring open and inclusive governance* - in all its fields of intervention.

Its experience places 3D as one of the major driving forces in the field of governance (democracy, decentralization). Today, it works in the promotion and facilitation of relations between governments and civil society by emphasizing the need to involve all families of actors (institutional, political and popular) in the definition and implementation of public policies.

Through its projects and programmes, **ONG3D benefits from an institutional (promotion of consultation dynamics, citizen dialogues), community (taking into account the different social and socio-professional categories and diversity of actors) and strategic (vision centred on support for participatory development processes, human rights and good governance) anchoring**.

Its intervention strategy is research-action-training and its approach is based on an incentive, inclusive, iterative approach and is linked to national and international guidelines for promoting good governance and sustainable development.

While affirming its identity and its independence from all powers, ONG3D promotes a constant dialogue between all families of actors instead of a permanently conflictual relationship with political and economic decision-makers.

By placing itself on the side of the general interest and considering the needs of the most vulnerable populations, it accompanies the development and implementation of national and local public policies.

Citizen commitment and activism (promotion of positive social and cultural values and the interests of vulnerable populations) on the one hand and expertise and professionalism on the other are the pillars of its action.



II. THE MAIN LESSONS OF ONG 3D'S EXPERIENCE

Between 2014 and 2017, ONG3D implemented a strategic plan that was based on 6 objectives:

- Promote better access to basic social services.
- Promote human rights.
- Encourage citizen participation and community initiatives.
- Promote non-formal education and women's entrepreneurship.
- Pursue the dynamics of partnership diversification for a multi-stakeholder approach.
- Develop institutional strengthening for greater legitimacy and independence.

In constructing its new strategic framework (2020-2023), the critical analysis of its action has led to the formulation of less broad and more realistic strategic objectives within the time frame of the new strategic plan.

Nevertheless, between 2014 and 2017, which generally corresponds to 3D's maturity phase, important lessons can be drawn from its experience.

1. A leadership strengthened around a core expertise

Through its three poles (Democracy and Governance, Human Rights, Sustainable Local Development), 3D develops activities that cover a wide range of areas of intervention: health, nutrition, community development, governance policies, decentralization and local development, etc.).

Experience shows that it is in the field of Democracy and Governance that 3D asserts a real capacity to build new dynamics and significantly influence public policies.

The consultations carried out with its main partners and certain civil society actors highlight this particular competence of the organization. It materializes in many ways:

- **A leading role in democratic governance:** 3D's very marked irruption, particularly in the organization of electoral processes, to animate and coordinate dynamics that promote the transparency and sincerity of citizens' expression is evident.
- **A leading role in strengthening the action of civil society:** The work in electoral processes has, among other things, resulted in the deployment of thousands of observers during the last presidential elections. It has helped consolidate 3D's leadership, which is now active in setting up, coordinating and leading alliances to guarantee the holding of free, transparent and peaceful elections (creation of RESOCIT).
- **ONG3D has been able to create a critical mass of trained civil society organizations capable of interacting and influencing policies on the use of national resources.** These organizations, of which there are 11, are coalesced in CONASUB.
- **A leading role in building the capacity of state structures:** 3D supports ministerial departments to better understand, appropriate and integrate transparent and democratic norms and standards for building the national budget. A guide has been developed within this framework.
- **A leading role in citizen participation:** The NGO assesses the accessibility of budget information to citizens. Within this framework, it has largely contributed to the drafting of a bill, adopted by the Council of Ministers, which should be submitted to the national representation during the 13th legislature in the first half of 2018.

The most striking impact of 3D is thus constituted by the primordial and dynamic role it plays in the deepening of democracy and modes of governance in Senegal.

Today, it is able and ready to **disseminate best practices of democratic governance in Senegal and other countries of the West African sub-region**.

In these other areas of intervention (human and social rights, local and community development), 3D has achieved successes and contributes to improving the living conditions and existence of the populations in the areas where it intervenes.

2. Strengths and weaknesses of a growing organization

The context of intervention of ONG3D is characterized by a relative social and political stability of the country. Taking advantage of this context and the opportunities that exist, civil society organizations (especially in its most representative segments) are increasingly active in defining and implementing public policies. To this end, they benefit from the support of numerous technical and financial partners.

However, there are a number of threats to the environment in which 3D's actions are carried out, including, at the national level, the risks of tension linked to the presidential elections (March 2019) and those linked to the availability of US cooperation funding (USAID is an important partner for 3D and President Trump's policy reveals some threats to the volume and continuity of US public aid).

So far, ONG3D has been able to take advantage of this context to develop its main internal assets:

- A great diversity of its activities and modes of intervention.
- A presence in several areas of the national territory (9 regions out of 14 in Senegal).
- A diversity of profiles and skills of 3D's teams, composed of young, motivated staff with a significant representation of women.

It is on the basis of these internal assets that the analysis of the fields of strength, carried out during the elaboration of this strategic plan, shows a **good capacity for dialogue and influence of political decision-makers** (at local and national level) and for **mobilizing financial resources** from a number of donors.

The main weaknesses noted relate to organizational and partnership development in the sub-region.

Despite 10 years of existence and original membership of the ENDA network, **3D has not been able to develop a network of partnerships with other civil society organizations active in the sub-region**. However, these issues relating to democratic processes and good governance are very significant in the West African sub-region and more and more organizations are trying to act on these issues.

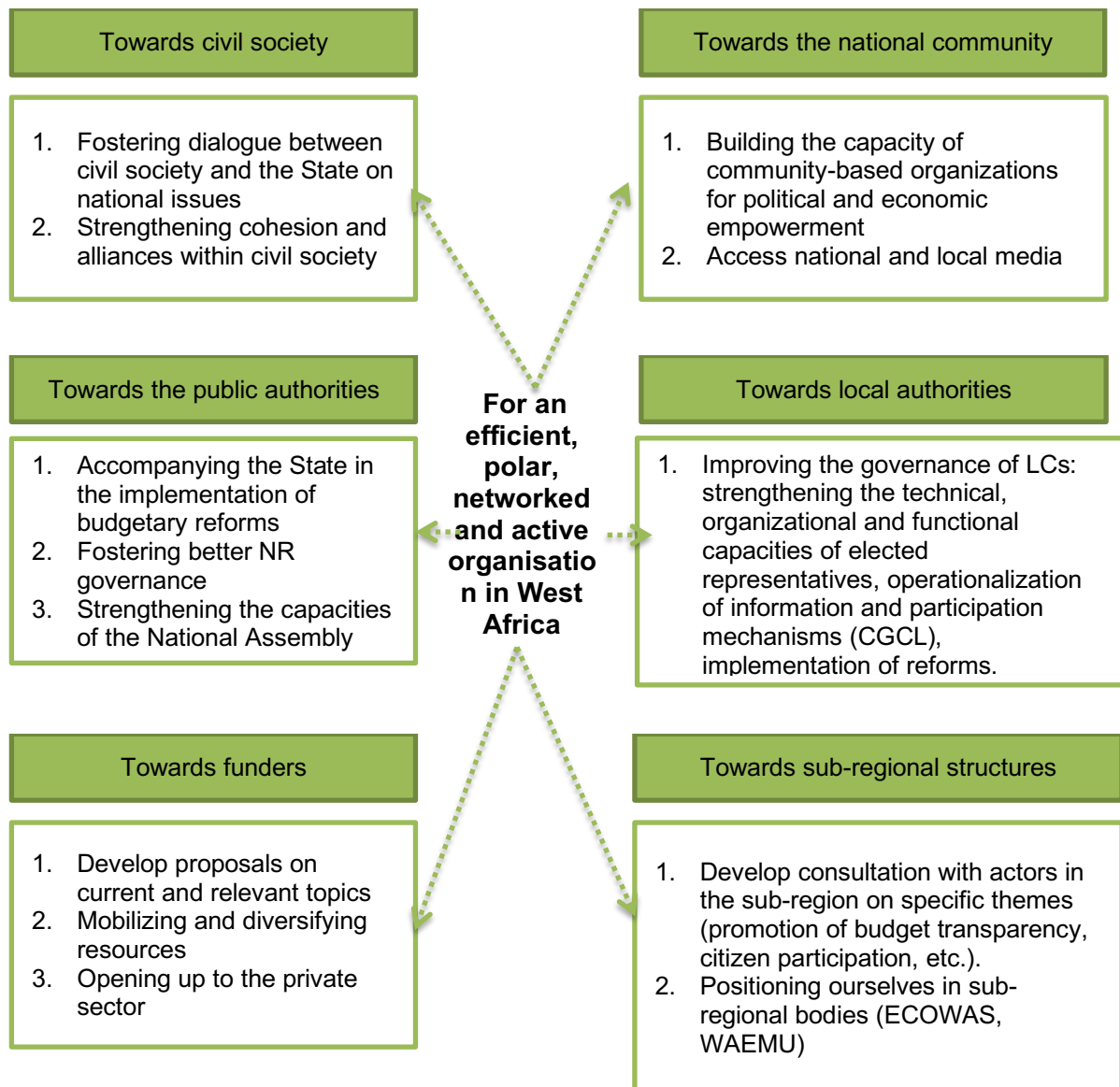
For 3D, the margins for progress in this area are significant (existing needs in the sub-region) and essential (willingness to develop actions in the surrounding countries). Within the framework of this new strategic plan, the NGO will have to pay particular attention to this, and **this evolution will be one of the criteria for evaluating the successful implementation of the plan**.

The other weaknesses concern organizational development and are **the lack of a human resources and skills development policy** (reinforcement plan, career plan) and a deficit in internal communication (within and between the poles).

In order to remedy this situation, it is suggested that a policy be developed for the forward-looking management of jobs and skills and that a communication strategy (internal, external) incorporating a knowledge management component (capitalization) be finalized.

3. The main challenges of ONG3D

Figure 1: Challenge Map



The challenge map, developed during an internal workshop, lists just under fifteen issues on which ONG3D must mobilize and provide answers in the course of this strategic plan.

Some of these challenges are totally in line with the actions usually carried out by the NGO (challenges related to community organizations, civil society, local authorities, etc.).

Two new challenges should be given special attention in the implementation of actions: **opening up to the private sector for the financing of activities and broadening consultation to actors in the sub-region and positioning in sub-regional community bodies.**

The way of operating to meet these challenges should be included in the modalities of implementation of this strategic plan (Part IV).

III. 3D'S DEVELOPMENT STRATEGIC FRAMEWORK

The strategic framework defined under this plan is one of continuity and permanence in the evolution of the NGO. It has been enriched by the experience accumulated in recent years, particularly in the field of democratic governance and the monitoring of the proper implementation of public policies. Its development has involved all of the organization's stakeholders, and consultations have enabled the opinions and views of 3D's main partners to be collected.

This broad consultation made it possible to reexamine 3D's organizational mission, to bring out the values and principles that should guide its action, and to set out a vision for the future that will structure 3D's action and evolution.

1. *Mission, values and principles*

ONG3D defines itself as an organization, **activist and expert**, committed to social, economic and political transformations, which works with populations and communities to empower them to take control of their own destiny.

In this perspective, while maintaining its identity and autonomy, it accompanies the public authorities, at central and local levels, in implementing public policies **concerned with the interest and development of all populations including the most vulnerable**.

It tests its capacities in mobilizing actors in the field so that they are **fully engaged in the actions of socio-economic transformation and contribute to building their future**.

While seeking the broadest possible alliances to achieve its mission, **3D reaffirms its independence** from all denominational, political and economic powers and does not hesitate to **take a stand on all major facts and events concerning Senegal's development**.

Despite activities that have diversified over the years, 3D's core business is to promote good governance and initiate citizen action so that populations and communities are able to participate in building their future. **It works for citizen participation, transparency and accountability in order to foster the development of each and every individual in respect of human rights at both national and local levels**.

11. *Two fundamental values ...*

Solidarity

3D is an organization that works for a more united world. It intends to develop behaviours and practices that promote belonging to the same community of destiny. 3D shows its support for all populations living in vulnerability and distress. It is in the name of this solidarity that **ONG3D is committed to defending the common interest and promoting national unity and cohesion**. This solidarity is being extended to the peoples of the sub-region and, gradually, the NGO will develop initiatives in the sub-regional space.

Equity

Living in a world marked by tensions and conflicts, **ONG3D leaders are committed to promoting equality and justice**. They mobilize for social justice and respect for the diversity of its members, the organizations and populations for which they act, for the respect of the diversity of its members and the cultures of the terroirs and territories where the NGO deploys its action.

12 *...and three guiding principles*

Accountability

Civil society organizations must be able to take responsibility for their own actions, meet their commitments, share their concerns and complete what they undertake. Accountability means that **ONG3D consciously assume its rights and duties and are accountable and responsible to their**

constituents and to society. Accountability is exercised within a common and shared framework of consensus and truth-seeking, free from partisan considerations and with respect for diversity.

Autonomy

Because each individual seeks personal fulfilment in a harmonious community, **3D promotes the autonomy of the actors** so that they are able to assert their own identity and make their own choices about their development.

Internally, 3D promotes an environment that allows each division to implement its own development vision while respecting common commitments.

Democracy

Established as a principle, democracy promotes respect of commonly defined principles and strengthens the participation of all, internal actors and communities, in the successful achievement of its objectives.

Internally, participation and shared decision-making foster collective and open leadership and a commitment to accountability.

It places local actors at the heart of the implementation process. They become co-authors and co-actors of the actions undertaken, thanks to the integration of grassroots approaches that enable them to improve their analysis of situations, to seek appropriate solutions to the problems identified, to find ways of carrying out actions and monitoring results. From this point of view, the populations remain involved in all stages of the process of elaboration, implementation, monitoring and evaluation of projects and programmes.

In order to strengthen its credibility, **3D works in compliance with the standards defined, in the most total transparency.** By applying the principles of good governance to itself, ONG3D can actively advocate for transparency, the enhancement of expertise and citizen control with central and territorial governments and public mandate holders.

2. A vision informed by the challenges of the sub-region, driven by the ambition to make a difference

During this new strategic plan, ONG3D wants to consolidate its ambition, already underway, to be recognized by public authorities and public opinion for its contribution to political, economic and social transformations in Senegal.

3D has gained public notoriety and plays a leading role in the national political landscape. With this experience, **it has the ambition to expand its action to at least two countries of the sub-region** and to strengthen its action on the international scene and advocacy for open and democratic societies.

To do this, it relies on a dynamic organization, organized around autonomous poles which, in the long term, should benefit from financial autonomy in an organizational entity that operates as a network and which pools its resources (technical, intellectual and financial). Its vision can be formulated in this way.

In 2023, 3D is a citizen-anchored organization, driven by expertise and commitment, structured in autonomous and interdependent departments.

Present in the sub-region, it affirms its vocation to influence major political, economic and social transformations at the national and sub-regional levels for the emergence of plural, democratic societies open to the world.

Its strategic plan is designed **for a 3-year period covering the period 2020-2023.** At the end of this plan, **ONG3D will have one more year to set up a new organization** based on an entity structured around poles, reflecting its various professions. This is why the plan lasts 4 years.

This new entity will be tested during the first four years of implementation of the strategic plan and will create the conditions for a gradual transition to a multi-polar organization. **It is a step-by-step evolution that will make 3D a network of communities of practice, sharing and mutualized resources.**

The organization's political leadership will be more focused on the development of the entity and the strategic planning of its growth, national and international advocacy, and the mobilization of intellectual and financial resources useful for its transformation.

3. The strategic axes of the strategic development plan

3D's strategic axes **are in line with the three original fields of action of the NGO, which have forged its identity over the last ten years.** They are not differentiated spaces, and 3D's action contributes to acting simultaneously in these three fields by promoting, in a cross-cutting manner, responsible governance, concerned with the general interest and the participation of communities and populations in the management of public affairs.

Democracy and Local Governance

3D supports public policies to promote good governance. Thanks to a favourable legal and institutional context, the NGO promotes initiatives to create dynamics and multi-stakeholder frameworks for participatory management of public affairs.

Human Rights

ONG3D's intervention in this field focuses on the promotion of civil and civic rights, access to basic social services and active citizenship. It develops initiatives to support the enhancement of living and existence conditions and the fight against stigmatization and discrimination of vulnerable social groups (people affected by HIV/AIDS, people living with disabilities, etc.).

Sustainable local development

Through this axis, 3D promotes local social and economic development initiatives. It supports the emergence of multi-stakeholder frameworks for dialogue and consultation, and networks of alliances of grassroots institutions and organizations. Significant emphasis is placed on building the capacities of the various popular, institutional and private actors, particularly for the affirmation and consolidation of local leadership in order to guarantee inclusive development.

The main objective of this strategic plan is to **contribute to the reform of public policies for democratic, inclusive and open governance so that the interests of communities and the most vulnerable populations are considered.**

The strategic planning process led to the definition of three axes that will guide 3D's action over the next five years.

These strategic axes will be materialized through programmatic components which, in the implementation of this strategic plan, will be progressively renewed. Based on its mission, opportunities and needs expressed by communities, ONG3D reserves the right to design and implement new programs.

All programs in progress or in preparation have been reorganized in order to ensure their coherence with the strategic axes that have been defined. This should lead to some changes in the management and animation of the project portfolio.

With a view to making them operational, 3D's team will examine the most operational methods for carrying out the actions, so as to guarantee real coherence and efficiency.

This could result in organizational adjustments within the team (deployment of human resources, coordination of actions, etc.).

Strategic Objective 1: Contribute to the consolidation of governance and a democratic State geared towards the promotion of the interests of the people

At the heart of this strategic axis is dialogue and consultation for the co-production and implementation of public policies.

ONG3D accompanies the State, its branches and local authorities in the implementation of public and budgetary reforms for a modernization and greater efficiency of public action.

In the same vein, it provides information to citizens and creates the best conditions for them to participate in the management and implementation of public affairs.

Particular attention is paid to building the capacities of the people's representatives in elected assemblies, especially Parliament, so that they can act with full knowledge of the facts and in the interest of their constituents.

ONG3D intends to develop its action in the sub-region by developing partnerships with civil society organizations, by initiating actions towards community-based organizations (ECOWAS, WAEMU, AU). Its strategic development should enable it to be more active in the West African sub-region.

In order to materialize this strategic axis, ONG3D will implement at least six programmatic components.

Table 1 : Programmatic Components / Strategic Objective 1

Components	Objectives sought	Expected outcome
Open Parliament	Building the capacity of Members of Parliament Contribute to the creation of parliamentary accountability frameworks, tools and mechanisms	Improved internal governance of parliament Better citizen perception of political and parliamentary governance
Open Governance	Improve citizens' access to budget information Improve the quality of delivery of public services	Better involvement of citizens in the implementation of public policies Establishment of an interactive dialogue on the nation's budget
Kadug Jigèen Ñi ¹	Strengthen the capacities of women and local elected officials for a more effective implementation of local public policies	Enhanced access of women to information and participation in decision-making processes Increased budgetary resources allocated to women's priorities Local budgets monitoring clubs are created Frameworks for intergenerational dialogue on gender-based stereotypes are established
Suñu Budget ²	Improve citizens' access to budget information Stronger public accountability mechanisms	Better involvement of citizens in the implementation of public policies
Citizen project control	Promote citizen engagement for transparency and accountability in the use of extractive and financial resources	Ownership of the project by civil society organizations Better monitoring of pro-poor investments
Budgets monitoring in the management of mineral and financial resources	Increase civil society's knowledge of programme budgets Ensure quality monitoring of public expenditure in basic social services	Civil society organizations' ownership of budget reforms Qualitative monitoring of public expenditure in social services

Strategic objective 2: Promotion of virtuous governance of natural resources and sustainable development

¹ Women's Voice

² Budget transparency

The challenge is to improve the governance of local authorities, in particular by strengthening their technical, organizational and functional capacities.

To do this, 3D will work to make information and participation mechanisms in local life and reforms operational.

It is above all a question of popularizing and applying the provisions contained in the General Code of Local Authorities.

The current and future exploitation of mining and mineral wealth is the object of many covetous interests and is fraught with potential conflicts of interest. 3D wants to contribute to the virtuous management of these resources in the localities where it operates.

Local action will feed and nourish 3D's work so that it can ensure its resonance at the national level and act on the levers that facilitate the achievement of sustainable development and sound natural resource management (advocacy actions).

The project portfolio of this strategic axis n°2 is, for the time being, made up of three programmatic components.

Table 2 : Programmatic Components / Strategic Objective 2

Components	Objectives sought	Expected outcome
Water resources management	Improve the health of populations through better management and use of water resources	Reduced water use-related illnesses
Governance of the organization of agricultural production systems	Improve agricultural production Foster greater adaptation to climate change	Better knowledge of the impact of climate change on agricultural production by elected officials and producers Adaptation of agricultural practices
Adaptation of agricultural production systems to climate change	Diversity of agricultural production initiatives Reinforce local community governance of the agricultural sector	Integration of the climate change dimension in the agricultural development policies of the municipality Resilience of production systems Diversification of producer incomes

Strategic Objective 3: Contribute to access to fundamental social rights for the population, especially for vulnerable groups.

The social and economic rights of populations and communities must be safeguarded. Based on this premise, ONG3D is committed to them so that they can enjoy and benefit from them for harmonious development.

While promoting access to basic public social rights (health, education), 3D promotes private economic initiative for the generation of decent income for rural and urban populations.

In this sense, it will strengthen their capacities for economic and political autonomy.

In order to promote access to basic social rights, seven programs are already being implemented and one is in preparation (advocacy for sexuality and reproductive health).

Table 3 : Programmatic Components / Strategic Objective 3

Components	Objectives	Expected outcomes
Community Nutrition	Contribute to the improvement of the nutritional status of children 0-59 months and pregnant and lactating women.	Effectiveness of maternity-related consultations Improved nutritional status of children, women and families

Reduction of new infections	Contributing to the reduction of STIs and AIDS	Better knowledge of the HIV status of people living with HIV AIDS
Reinforcement of agricultural organization and production	Contribute to rural development by improving the socio-economic conditions and food security of the population.	Adaptation of rice-growing practices to climate change Diversification of agricultural production
Improvement of drinking water supply and resource management services	Improve drinking water services	Functionality of hydraulic infrastructures and equipment Development of good practices in water resources management
Promotion of economic, individual and associative initiatives	Contribute to poverty reduction by promoting women's economic leadership	Transformation of local cereals, fruits and vegetables Consolidated women's economic leadership
Drinking water and sanitation	Contribute to the reduction of infections and diseases related to lack of hygiene and sanitation.	Availability of sanitation facilities for families Better management and maintenance of wastewater facilities
Promotion of women's economic and political leadership in local public policies	Women's Empowerment at the Local Level	Improvement of agri-food processing Women's participation in advocacy for the assumption of their rights in local public policies
Advocacy for sexual and reproductive health	Increase funding for reproductive health	Improved maternal and child health Women's fertility control

At the end of the implementation of this strategic plan, not only will major organizational changes characterize the development of ONG3D (see the plan's operational modalities), but the strongest impact sought is an **important evolution of practices and documents relating to national governance** (national budgetary policy, national and local governance reforms, existence of citizen participation mechanisms).

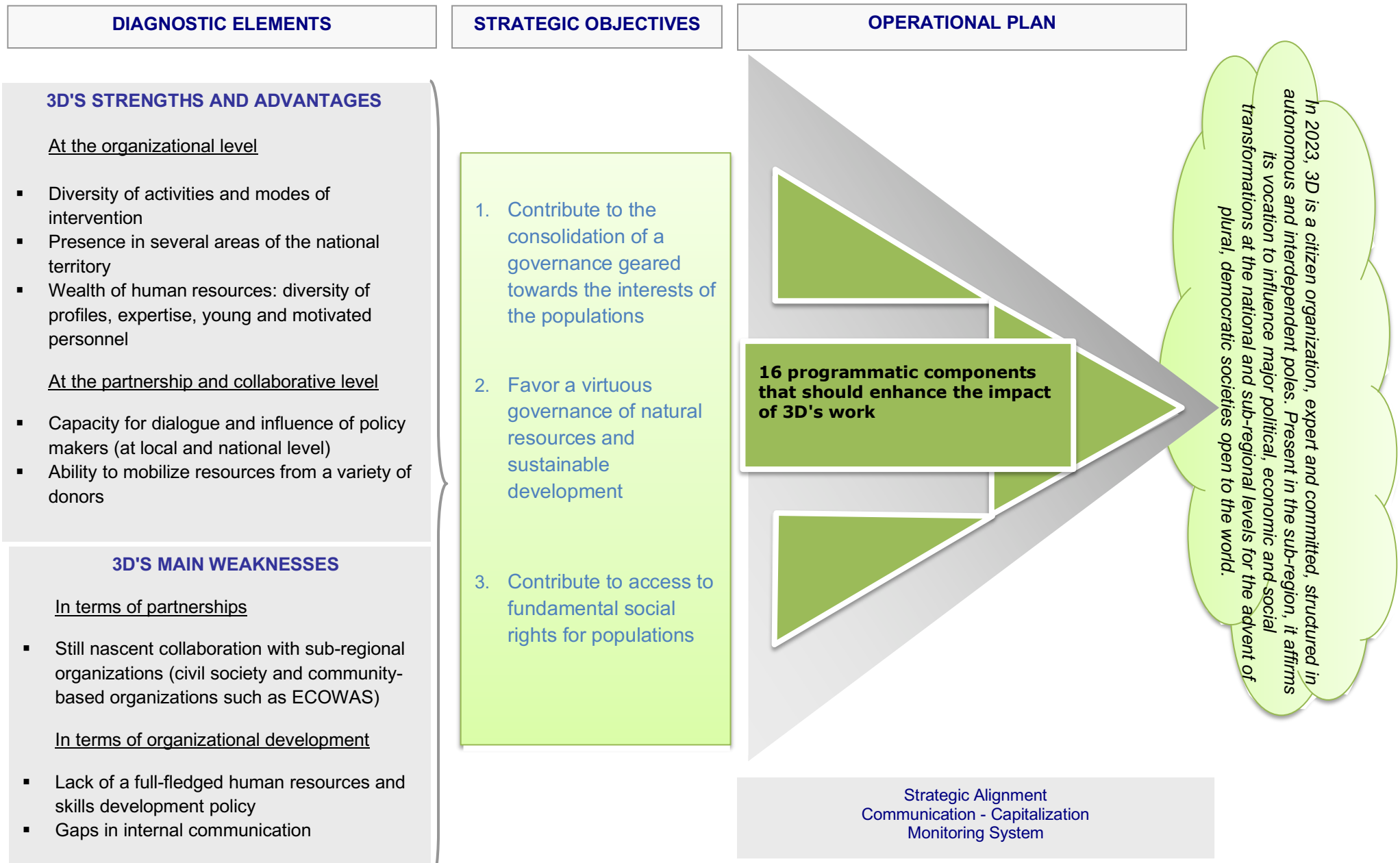


Figure 2: Diagram of the operational plan

IV. OPERATIONALISATION OF THE STRATEGIC PLAN

1. Implementation strategy

Communities and actors mobilisation

As part of this strategic plan, in order to give substance to its option of engaging and empowering communities and populations, 3D will promote an even stronger expression of the exercise of their citizenship.

In all its areas of intervention, it will work to ensure that **citizens can control and monitor operations by developing exchanges between citizens so that they can evaluate the actions that are carried out.**

In this way, it will contribute to collective exercises of citizen control by enabling the actors on the ground to exchange experiences, participate and evaluate the actions themselves.

Such an approach should reinforce the legitimacy, popular anchoring and citizen commitment of ONG3D, which submits the actions it implements to the appreciation of the populations.

ONG3D is committed to developing the greatest possible transparency with communities and populations by greatly opening up its mode of operation and by implementing simple approaches and tools for monitoring its work.

Among these approaches, 3D will promote visits to experiences that will be conceived as times for mutual learning and training.

Partnership diversification

In the implementation of its various actions during these ten years of existence, ONG3D has benefited or still benefits from the financial support of about fifteen technical financial partners: multilateral donors (World Bank, Global Health Fund), Spanish and American in particular.

Given the need to broaden its fields of intervention and support its growth, **3D will seek to diversify its partnership relations by opening up to new public and private players.**

Based on the impact of its action and its clearly defined strategic orientations, its approach will consist in developing a portfolio of relevant projects that it will submit, in the form of concept notes, to new technical and financial partners.

In this sense, **it will turn towards European funding and does not refrain from responding to calls for tender to increase funding opportunities.**

As the theme of democratic governance is one of the orientations currently supported by many donors, 3D will map the available sources of funding in order to be able to access them.

As far as its means allow, it will release specific resources for mapping and fundraising. Likewise, the organization's management will include the mobilization of financial resources in the exercise of its leadership.

Partnership and alliances within civil society

ONG3D has a culture of working, at all scales of intervention, in alliances and partnership networks with institutional, technical, political actors and national and international civil society organizations. It is in this capacity that it coordinates two major governance networks: the Collective of Civil Society Organizations for Elections (COSCE) and the National Coalition for Budgetary Monitoring (CONASUB).

In the search for greater efficiency, 3D will strengthen its relations and collaborations with civil society organizations around major themes relating to the national and sub-regional context. Particularly on issues of governance and democracy (electoral processes, state reforms, budgetary transparency, etc.), **3D will seek to densify and broaden the critical mass of organizations active on these issues. Within this framework, it intends to assume the role of a resource organization and consolidate its leadership.**

Within the organization, it will disseminate a culture of dialogue and consultation with other actors (public and private).

Gender mainstreaming

Noting that the place of women in society and in civil society organizations is below what it should be, 3D will commit itself even more strongly to ensure that they conquer wider spaces in participation and decision-making processes.

While in its various interventions, the NGO has implemented programs aimed at strengthening women's economic and political leadership, it recognizes that its action must be amplified for significant change to occur. Indeed, since its creation, women have represented 30% of its staff and are under-represented among 3D's management staff.

To remedy this, **the NGO already has a gender specialist** whose mission is to ensure that fair practices are respected within the organization (participation, recruitment, access to managerial functions, etc.) and that the place and role of women in programs are considered (representation, access to decision-making and power, leadership, access to resources, specific support, etc.). Its field of intervention covers not only the organizational entity constituted by ONG3D but also the actions it implements.

2. Evolution scenarios

During the elaboration of this strategic plan, the political positioning exercise showed that, globally, ONG3D is able to adapt to changes in the national political and social context. However, this adaptive capacity deserves to be strengthened by imagining scenarios for the evolution of the national context according to a matrix that must be updated annually. The operational modalities defined hereafter are situated in the scenario of stability and continuity.

Scenarios	Events	3D positioning
The situation worsens	<u>Politically</u> <ul style="list-style-type: none"> ▪ Political tensions between parties and the inability of the ruling power to govern ▪ Conflictual political alternation ▪ Deteriorating relations with neighbouring countries ▪ Open and permanent instrumentalization of the judiciary by the executive branch of government ▪ The media is a propaganda tool of the government. ▪ The crisis in Casamance worsens ▪ Irredentist movements have a significant influence on the political game. ▪ High risks of military intrusion into the political game 	More political role Strong Advocacy in Denouncing Harmful Political Practices Opening up to the international scene to break the country's isolation Alliance with the most tolerant groups and parties
	<u>Economically</u> <ul style="list-style-type: none"> ▪ Economic aggregates and ratios have deteriorated ▪ Wealth grabbing is the work of a small minority... ▪ Unprecedented growth in corruption ▪ The domestic private sector is totally marginalized ▪ Mining and mineral resources are not well used 	Strong Advocacy in Denouncing Harmful Economic Practices Dialogue with the national private sector for sustainable actions and solutions
	<u>Socially</u> <ul style="list-style-type: none"> ▪ Poverty is blatant ▪ Social tensions and the insurgency situation ▪ The security situation has deteriorated sharply ▪ Civil society is totally divided ▪ Social cohesion and national unity are breaking down ▪ Young people flee the country 	Increasing public awareness Development of community economic projects Dialogue with trade unions
The situation is stable	<u>Politically</u> <ul style="list-style-type: none"> ▪ Existence of a peaceful dialogue between political actors 	In this context, 3D is implementing its current strategic plan and

<p>(more likely scenario)</p>	<ul style="list-style-type: none"> ▪ Globally democratic political game ▪ The judiciary is increasingly asserting its independence ▪ Peace is gradually and lastingly established in Casamance ▪ The expression of citizens and the media is effective <p><u>Economically</u></p> <ul style="list-style-type: none"> ▪ State reforms provide greater access to resources ▪ Public projects offer overall opportunities to the private sector ▪ The dialogue is organized in a transparent manner on the use of mining resources. <p><u>Socially</u></p> <ul style="list-style-type: none"> ▪ Poverty is in a downward trend ▪ Social conflicts are controllable ▪ Social cohesion is maintained despite some tensions 	<p>preparing the conditions for the expansion of its action in the sub-region.</p>
<p>The situation is considerably improving</p>	<p><u>Politically</u></p> <ul style="list-style-type: none"> ▪ There is ongoing consultation between the political actors ▪ Electoral mechanisms allow for elections without any possible contestation ▪ Relations with neighbouring countries provide a favourable environment for development. ▪ Decentralization is effective with significant resources for local authorities. ▪ Municipalities are freely administered in effective regional development centres. ▪ Peace is definitively installed in Casamance <p><u>Economically</u></p> <ul style="list-style-type: none"> ▪ Economic growth is widely shared ▪ The domestic private sector is the major player in this growth. ▪ A strong economic attractiveness: the diaspora invests massively and FDIs contribute to national wealth. ▪ ECOWAS becomes an effective entity with which the populations are strongly associated. ▪ Sub-regional infrastructure projects are developing massively ▪ Community organizations work towards sub-regional and regional political unity. <p><u>Socially</u></p> <ul style="list-style-type: none"> ▪ Every year, the number of poor people is decreasing... ▪ Cultural and religious diversity is expressed without major constraints ▪ People have broad and equitable access to social rights ▪ Young people and women are fulfilled 	<p>Need for a review of 3D's strategic plan that focuses on :</p> <ul style="list-style-type: none"> ▪ Support for project management ▪ Citizen participation and control ▪ Subregional action ▪ Collaboration with the national private sector in development actions ▪ Private investment advice ▪ International solidarity actions

3. An intervention model that should evolve gradually

The option taken by 3D is to strengthen internal decentralization and autonomy. **In this perspective, it envisages greater accountability of the three poles which, in the long term, will have autonomy in the determination of their objectives, in the conduct of their activities, and in the management and use of their resources.**

In a new configuration that will have to be defined and tested during the first four years of this strategic plan, the organizational objective is to achieve networking around 3D's three areas of intervention: Governance and Democracy, Human Rights, and Local and Sustainable Development.

3D's network will be organized around a common and shared charter, similar management standards, and a pooling of intellectual, technical and financial resources.

The aim is to initiate a voluntary process, accepted by internal actors, and this experience wants to differentiate itself from the conflictual dynamics often at work in civil society organizations, which often end in brutal and conflictual breakdowns.

It is a profound evolution that must be carefully prepared and to bring together the best chances of success, it requires:

- Supervision and piloting by 3D's Board of Directors. If necessary, it will call on external resource persons. It must give a clear mandate to a new management structure (steering and steering committee) that will drive the process to completion.
- The organization of an internal seminar, in the first half of 2019, to prepare the content, timetable and implementation modalities.
- A development that will be effective as of December 2022 after having been tested in the first four years of the strategic plan's implementation (decision-making and management of the divisions, search for financing, resource management, etc.).
- An experiment in 3D's management, which must be collegial, with representation of each cluster manager and the person in charge of administration and finance in an impetus and management committee.
- A lightening of the management and administrative tasks of the Executive Director, who must focus more on the strategic steering of the future network, the development of partnerships, the mobilization of financial resources and international positioning.
- Precise information for 3D's strategic partners, who must join and support the experimentation.

4. A geographical scope that should be widened

In view of the organization's expertise and the evolution of the sub-regional context, 3D decided to extend its action to two countries in the sub-region. This extension should be effective in early 2021 with a decisive contribution from its Executive Director supported by the Board of Directors.

This extension can initially be achieved by setting up partnerships with civil society organizations in the sub-region, which will serve as a gateway for this opening.

Initially, the extension may therefore not result in the opening of an office but in the creation of joint ventures around actions carried out in partnership.

It can also be done by responding to calls for tenders in the sub-region on the theme of Governance and Democracy.

Given the proximity and culture of the main civil society organizations in the sub-region, it may seem appropriate to take steps towards countries such as Guinea or Mali as a matter of priority.

With this in mind, 3D must develop collaborative links with the main coalitions working in these countries in similar areas (Governance, Democracy): Publish What You Pay, National Platform of Citizens United for Development, FOSC, FECONG, etc.

By relying on its network of partners (USAID, OXFAM, OSIWA, PeaceNexus, etc.), 3D can take advantage of opportunities to broaden its scale of intervention.

To do this, 3D will need to develop its understanding and mastery of the national contexts of these countries; it can take advantage of its relations with private or public higher education institutions for the support of trainees who will work to build this indispensable knowledge base.

5. Strategic steering

This strategic plan must be approved by the General Assembly and endorsed by the Board of Directors, which will support the executive team for its success. The Board of Directors may take the initiative to conduct a country context and risk analysis exercise in order to identify major risks that may influence the implementation of the programs. In this case, it is a matter of political monitoring.

The strategic plan is implemented under the supervision of the steering committee.

The operational monitoring of the implementation is carried out by the division managers, each in his or her area of competence (Governance, Social and Human Rights, Local Development). They report to 3D's Steering Committee and Board of Directors. To do so, they use the results framework and indicators determined in the strategic plan (see appendix).

The strategic development objective and the expansion of the NGO that will evolve towards 3D Africa are directly under the responsibility of the Executive Director.

Regular (annual) reviews are scheduled through field visits by cross-functional teams to the divisions, the communication and finance departments to identify difficulties, analyze margins for progress and make recommendations for improvement. The field players, who are the beneficiaries of the actions, are involved in these annual reviews.

At mid-term of the strategic plan, an evaluation will be carried out to check the relevance of the strategic objectives in relation to the changes observed in the local and national context, the coherence with the programs implemented and the progress towards the vision and impacts that have been previously defined.

The terms of reference of this evaluation, defined by the steering and steering committee, will determine its content and concrete modalities (internal, external, mixed evaluation, participation of actors in the field, etc.).

The results of the evaluation will be publicized internally and to partners, public authorities, partner municipalities and communities.

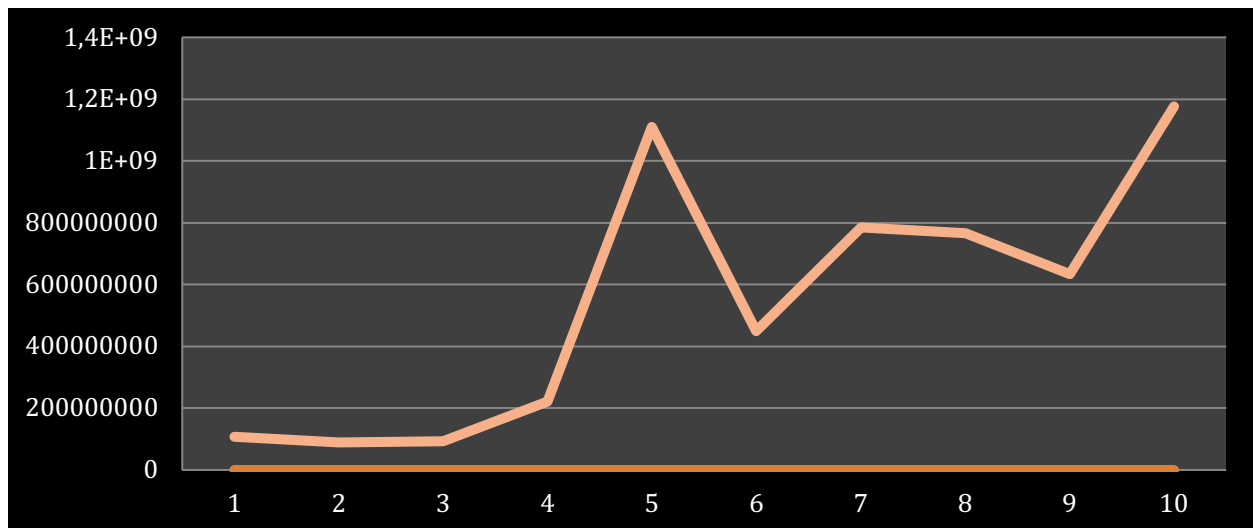
6. Mobilization of financial resources

The successful implementation of this strategic plan is dependent on the availability of financial resources for program delivery and the operation of 3D.

An analysis of the evolution of financial resources reveals a certain fragility linked to a lack of control over these resources over time. They fluctuate mainly according to the interest and commitment of donors.

As the following figure shows, in 10 years, 3D's turnover fluctuates between a minimum of 89 million CFA francs (2009) and a maximum of 1,170 billion CFA francs (2017). Between these two thresholds, the average turnover is 580 million CFA francs.

The growth in turnover began in 2010; it fell sharply in 2013 before following an upward trend.



The objective of mobilizing financial resources must be based on both an ambitious and realistic vision. Based on the 2017 budget (1,170 Billions CFA), the objective is to ensure 10% annual growth in financial resources. This forecasts a turnover of 1 900 billions FCFA in 2022. In order to achieve this, a number of measures must be taken by the NGO.

A good articulation between finance and operations

Collaboration between the poles and the finance department must be strengthened to ensure that the planned programmes contribute to this growth objective.

In this perspective, it is important to regularly "reload" the project/program portfolio by coordinating the work between operations and finance and to establish an alert line consisting of a joint analysis of the achievement of programmatic objectives and 3D's annual revenue growth target.

Diversification of partnerships

This is an element of the strategic approach that requires 3D to open up to European partnerships and pay more attention to donor tenders.

An internal cross-cutting committee can be set up to produce regular program concept notes by exploiting the mapping of available funding sources.

Partnership with the private sector

Economic growth and the prospects opened by the exploitation of mining deposits will increase the contribution of national and foreign companies to the national economy. The demands of corporate social responsibility will force companies to develop social projects. 3D must be really aggressive in their direction if it wants to take advantage of these opportunities.

In this sense, with the support of external expertise, it must develop a strategy for mobilizing private resources by assigning at least one internal resource person to this mission. Initially, the communication manager could be assigned to this work by re-examining his or her specifications and providing additional resources: human resources (interns), financial resources.

The increase of the organization's own funds

It is a component that must be part of the growth of 3D. The company's own resources most often come from project earnings (with the agreement of donors), exchange rate gains (with the agreement of donors), services provided on behalf of third parties and the sale of products. 3D must examine the ways in which it can increase its own resources. The provision of services seems to be one of the most appropriate means.

Communication on the impact of 3D

The image of the NGO must not suffer from ambiguity in the eyes of the public, public authorities and technical and financial partners.

Targeted communication on the organization's core business and on the effectiveness of its action cannot be done by diluting its impact in a multitude of activities and results.

There must be a clear focus on issues of governance and democracy, as effective communication increases and highlights the distinctive value of the organization, facilitates its relationship and dialogue with technical partners and therefore constitutes an additional capacity to mobilize financial resources.

7. Human Resources Development

Essential to any growth, the development of human capital must be a priority for 3D NGOs.

From about ten employees in 2010, it now has about forty people, 30% of whom are women and more than 80% of whom are assigned to operations.

At the current stage, it is difficult to draw the future configuration of profiles and skills needed to achieve the objectives.

Depending on its development plan, it is useful to carry out work on the forward-looking management of jobs and skills during the first half of 2018. This work should take into consideration :

- The analysis of existing profiles and their adequacy with the mission and objectives of the organization.
- A more precise definition of functions, responsibilities and job profiles.
- Capacity building and competency building needs.
- Harmonious allocation of skills between the different 3D poles.
- The implementation of a performance evaluation system and a human resources development framework.
- Internal mobility and career development.
- Forward planning of possible departures and accompanying measures.

This work will require the support of specialized expertise.

8. Communication and organisational learning

Before the end of the first half of 2018, ONG3D should have a document to guide and implement the internal and external communication strategy. This document is currently under construction. It should include important issues such as knowledge and knowledge management, a virtual library and the use of various supports and tools, including social networks.

To strengthen its potential, this communication team should be equipped with skills in the technique of digital tools (management of multimedia and digital platforms) and a community manager. It could resort to external service providers for design, graphic design and computer graphics work.

Given this team's expertise, it could contribute to 3D's own funds by providing services for other civil society organizations (support for the communication strategy, design of virtual and digital tools, design, etc.).

Communication must be extended to capitalization to enable analysis of best practices, dissemination of experiences and optimization of external communication.

ANNEX: SIMPLIFIED STRATEGIC RESULTS FRAMEWORK

STRATEGIC PRIORITIES	EXPECTED OUTCOMES	PROGRESS INDICATORS	DESIRED IMPACT
General objective: Contribute to the reform of public policies for democratic, inclusive and open governance so that the interests of communities and the most vulnerable populations are considered.			
Contribute to the consolidation of governance and a democratic State geared towards the promotion of the interests of the people	Democratic and transparent governance of public action (State, National Assembly, Communes)	These indicators may be quantitative and/or qualitative. They must be based on a baseline situation (T0 - 2019) and a projection at the end of the strategic plan (2023).	A more open and democratic society with transparent public policies and effective involvement of citizens in the implementation of these policies.
	Public reforms that contribute to the well-being and interests of the most vulnerable segments of the population		
	Effective citizen participation in public actions		
Favor a virtuous governance of natural resources and sustainable development	Increased role of women in public development policies		Rational and sustainable use of natural resources with citizens involved in their management.
	Democratic and transparent management of natural resources		
Contribute to access to fundamental social rights for the population, especially for vulnerable groups.	Better adaptation of agriculture to climate change		The Government and local authorities deliver quality social services accessible to the most vulnerable groups.
	Improvement of the nutritional health of children, women and families		
	Better access to social rights for vulnerable populations and groups		
	Affirmation of women's leadership in local actions		

This strategic plan document for the period 2020-2023 is the result of an internal process that began in 2017 with a two-day workshop held in August.

Its implementation was made possible with financial support from the PeaceNexus Foundation.

A two-day workshop held in December 2017 allowed all members of ONG3D to reflect on the organization's vision, its political positioning, its strengths and weaknesses, its impact in national political life and its strategic orientations.

The organization's main partners were consulted through a questionnaire.

The strategic development plan was finalized, enriched and drafted by a consultant (Youssouf Cissé, youssoufcissedkr@gmail.com) in collaboration with 3D's internal auditor (Ndongo Diaw).

It is therefore a collective, inclusive exercise covering the period 2020-2023. The last year (2023) is devoted to the setting up of a new organization around three autonomous, networked departments.

