

2004-2007

Three-Year Strategic Plan

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One Sky has a mission to “Promote Sustainable Living Globally”

I. What Is A Strategic Plan?

A One Sky strategic plan serves to guide this organization to achieve its mission statement over a given period of time. This document will guide the organization to make strategic decisions over a three-year period from July 2004 until July 2007. The strategic plan includes a collective unified vision of what the organization is, how it operates and what it actually plans to do. It serves the organization as a nautical chart serves a ship. The document describes not only what each individual campaign and project intends to do but how these activities complement each other in the overall direction the organization is going. Because a growing organization such as One Sky is very dynamic, the plan is meant to guide, not restrict the organization as opportunities and obstacles arise changing the nature of individual activities or campaigns. Despite the inevitable ebb and flow of energy this strategic plan is intended to help us stay on course. We have included a brief history of One Sky and tried to capture our philosophical principles to better understand why this plan has the flavour that it does.

II Who Is This Plan For?

This strategic plan is a public document intended to internally guide board, staff and volunteers of One Sky as well as give external funders, donors and interested parties an idea of where we are going and why. It is a collectively written document subject to the review of the staff and volunteers and is sanctioned as an official “plan” by the board of directors who have ultimate authority within One Sky to ratify its contents. It becomes the sounding board for strategic decisions and a guide for judging the relevance of opportunities as they arise. Each person in One Sky should be familiar with the strategic plan, understand their potential role in carrying out a specific component of the plan and know how their individual activities complement the whole. The plan also serves to tell us if we are succeeding in our vision by establishing milestones and indicators that can be measured over time.

III The History Of One Sky

One Sky was incorporated as a non-profit Society in August 2000 in Smithers, B.C. by five individual directors: Michael Simpson, Sandra Thomson, John Lydon, John Baine and John Kelson. Three international advisors to the Board of Directors, Dr. Ricardo Navarro, Dr. Adriane Forsythe and Mr. Olatunde Johnson also joined One Sky during its formation. It was founded with the vision of developing a Canadian NGO that would tackle issues of global environment and social justice from a rural location. The idea grew out of an individual experience with war-affected children in Sierra Leone that drew the links between social and environmental degradation and the global trade in resources. One Sky quickly became established in the field of human security and the environment with original assistance from the Canadian International Development Agency (CIDA) through a partnership with the Northwest Institute of Bioregional Research (NWIBR), which is located in Smithers, B.C.

One Sky, through the NWIBR originally partnered with Friends of the Earth Sierra Leone to carry out an environmental program called Human Security and The Environment (ESDP I) in Sierra Leone. This partnership started with an exchange between Friends of the Earth Sierra Leone in West Africa and the Salvadoran Centre For Appropriate Technology in El Salvador in the fall of 2000. Olatunde Johnson also visited Smithers where he was warmly welcomed into the community. The same October that Olatunde was enjoying Thanksgiving dinner in Canada we moved into the 2nd Ave office building occupied by Ski Smithers. At this point we were closely linked to the GAIA Project of the Sierra Club of B.C. through a Landmines Project. The project was subcontracted for us to carry out its administration - in cooperation with CESTA. In the winter of 2001 Jason Blanch bravely joined One Sky for two months as its first intern/contractor in Sierra Leone where he assisted setting up a solar power computer internet connection and assisted in laying the plans for an "eco-centre". In July 2001 Nikki Skuce and Nathan Cullen joined One Sky to carry out two additional programs; a conference on Environmental Leadership called Expanding Horizons and an ecological curriculum development project in Sierra Leone based on CIDA's Social Development Priorities Fund. In the fall of 2001 One Sky launched its first international delegation of teachers to Sierra Leone and was approved for a second phase of funding with CIDA. We had established ourselves as the Western Regional node of the Canadian Environmental Network International Program (CEN-Int). Before finishing the eco-curriculum program Nathan Cullen became our second overseas intern/contractor to work with FOESL in Sierra Leone. In June 2002, One Sky held its first fully attended Annual General Assembly (AGA) in the Driftwood Schoolhouse. It was an historical moment during which we set our first collective objectives and goals and defined our flavour as an organization through an agreed upon set of "values". It was also a lot of fun. The board of directors had evolved to include Linda Geggie, Ivan Thompson and Sandra Smith. John Lydon moved on to raise a pair of twins and a young daughter.

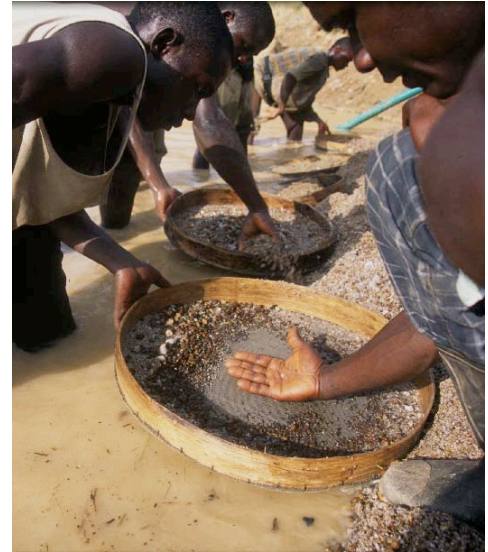


“It has been wonderful to arrive in Sierra Leone and start this phase of my internship seeing one of One Sky’s projects become a success, and to feel a sense of partnership and accomplishment amongst these three organizations (One Sky, FOESL and Sengbeh Pieh school). A say ‘tenki’ that the bus made it, and soon it will be driving along that red dirt road bringing skul pikin and Salone closer to higher education and literacy levels.”

Chrisa Hoicka

It was during the AGA in June 2002 that we initiated our first fully funded CIDA internship program. Ginny Stratton and Jud Jones would join us in Smithers and eventually return to Canada a year later after spending eight months in Sierra Leone. Two teachers, Janet Sondresen and Natalie Charleton also joined us to complete our work on eco-module development. Christopher Buzie from Friends of the Earth joined us in Canada for three months in a whirlwind tour of Canada from East to West. We had become integrally involved leading the Canadian NGO involvement in the World Summit on Sustainable Development (WSSD) through the CEN-International Program. Nikki Skuce earned a seat on the official Canadian delegation and represented the NGO voice in Bali, New York and eventually in Johannesburg. One Sky was the lead organization involved in publishing “Summit or Plummet” which was a controversial, national ENGO response on Canada’s ten-year performance regarding Agenda 21. Along the way we became involved in national consultations, multi-country shadow reports and NGO capacity building on international advocacy. In the fall of 2002 we were again approved for a third phase in Sierra Leone with Friends of the Earth which involved a host of activities ranging from building demonstration houses, tile makers and working with organic agriculture to simply developing administrative capacity. Things were getting complicated at this point as we were also developing a program in Nigeria with four NGOs and an environmental network. The program promised to be much larger than anything we had yet tackled (\$1.46 M). We also launched a new program on Blood Diamonds and hired Kristin Patten in September to tackle this public engagement initiative. By November we carried out an inception mission to Nigeria where Jennifer Castleden enjoyed her first dedicated day on the job in Lagos as the Nigeria Project Coordinator. Jennifer moved to Smithers in January of 2003 when we simultaneously launched a delegation to Nigeria of six Canadian organizations that had joined us to work in Cross River State. We had barely returned home in February when we launched our Canadian Jeweller’s for Conflict Free Diamonds Campaign on Valentines Day. This campaign would eventually succeed in achieving “independent and regular” monitoring of international diamond certification known as the Kimberley Process but only after months of postcards, information packages, media interviews and industry negotiations.

By June 2003 we had become a much larger organization with nine employees. We had established an office/house in Calabar, Nigeria and rented a house in Sierra Leone. We purchased the office of Ski Smithers and carried a mortgage. Our bookkeeper, Kirsteen Laing had developed a very elaborate set of electronic accounts to keep track of an increasingly complicated financial picture. We had three more interns coming on line, a Nigeria Project Assistant (Lori McQuid) and a very full plate of activities lined up for the coming year. We clearly needed a more sophisticated strategy. We had employees in different places, so many activities happening that it was hard for any one person to keep track and a board of directors that needed to steer all of these various components. We started our first collective strategic planning process at the 2003 AGA in an attempt to strengthen the governance of the organization and better understand where we were collectively going.



Diamond digging in Sierra Leone
November 2003 Kono

More Recent history (June 2003 –2004)

This year of activities is best reviewed by looking at our Annual General Report for 2003 however some highlights include:

Three successful internships (Chrisa Hoicka and Jennifer Thompson in Sierra Leone and Margaret (Mali) Bain in Nigeria.

- The transition from planning to implementation stages of the Nigeria Project
- The delivery and operation in Sierra Leone of our School Bus Project
- The success of our *Blood Diamonds Are For Never* Campaign
- Completion of our third phase in Sierra Leone with Friends of the Earth
- A fact-finding delegation to the alluvial diamond fields of Kono
- The inception of a renewable energy conference called Energetic Solutions
- Organization of a World Forestry Congress bilateral meeting

(June 2004-June 2005)

This year is best reviewed by looking at the Annual General Report for 2004 however some highlights include

Six successful internship (Adriane McKerracher, Solarin Harding, Kevan Berg, Greg Brown, Evelyne Sengendo, Kim Patswald)

The completion of our first CIDA audit review and activities review (Saxby Report)

The completion of the Drishti Integral Review

The completion of our fourth phase in Sierra Leone with Friends of the Earth

Participation in the Energy and Development conference

Completion of the Energetic Solutions International conference in Nigeria
Completion of an EcoAction program on Energy
Inception of the bicycle program in Smithers
Successful inception of the Gaming Fund and the Energetic Solutions Centre in Smithers



I started thinking this week about Sierra Leone as a kind of machine. There are all these wheels and cogs and parts that fit together to make it work. But most of the time, there are parts missing or rusty or just the wrong parts altogether. Like the machine has been haphazardly thrown together or patched up with whatever could be found after the war. Sometimes, when all the right pieces are there – things work beautifully... But other times, it feels practically impossible that all the right pieces could be present and functioning all at the same time. I guess this infrastructure contract is giving me this image, because it is dependent on so many of the different parts of the machine to be functioning correctly. There is so much room for faulty wiring, blown fuses, or wrong parts...

Intern Jennifer Thompson

IV What is One Sky Today?

One Sky remains a small NGO working in the field of environment, development and human rights with a special emphasis on human security and the environment. We work in post conflict situations and conflict prone areas such as Sierra Leone or Nigeria to draw the links between globalization and resource conflicts. We remain the western regional node of the Canadian Environmental Network and are a member of the Canadian Council for International Cooperation (CCIC) as well as a coordinating node for the Canadian Renewable Energy Alliance and the international renewable energy network CURES (Citizens United for Renewable Energy and Sustainability).

V Our Place In Time And Space

One Sky was incorporated before the events of 911 and the advent of the Bush administration. CIDA had not yet developed its new corporate direction and the war in Sierra Leone was still raging. Nigeria was freshly emerging into democracy just as the whole world was welcoming the new millennium. We had not yet come to the grim conclusion at the WSSD that the turnaround decade had failed. Climate change was clearly on the horizon while war with Afghanistan and Iraq was clearly not. At the time we were positioning ourselves to draw attention to the rising issue of resource wars and the inextricable links between environmental health and globalization. Where do we stand today? It is impossible to summarize the political, social and environmental moment that we are in but some key trends emerge that affect our strategic direction for the next three years. These include:

NAME OUR MOMENT (to be done collectively at the AGA in point form)

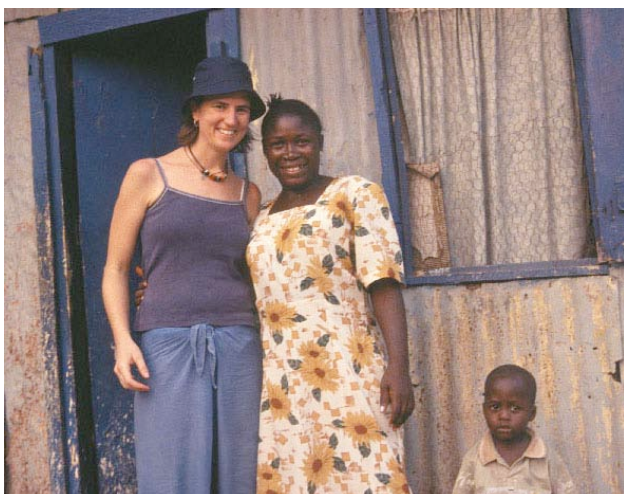


An example of how exactly when the rich get richer, the poor are getting poorer. When crude oil is exported from Nigeria (because all of the 4 refineries are broken), it is bought by Nigerian-owned business overseas (cronies of political powers inside Nigeria) and then sold back at a significant profit to Nigeria. At the same time, fuel prices within Nigeria continue to rise (the 6th largest oil producer in the world!), inflation is rampant, people scrape by on less and less money each year.

Excerpted from Mali's weekly report Feb/04

VI The Philosophy That Guides One Sky

Our planet is reeling under the pressures of unsustainable growth and human impacts. By working internationally in very tough social and environmental locations we hope to both positively support local struggles as well as radicalize Canadian perspectives regarding our planet's well-being. If we can make a small but significant difference in the most challenging situations perhaps we can play an inspiring role in a world of overwhelming challenges. Because human conflict is one of the biggest environmental and social threats we face, we have been concentrating on "human security and the environment" as a development niche. We seek out existing effective change agents that are exemplifying sustainable living and support them both morally and financially. We recognize that poverty is linked to too much wealth and that



Canadian lifestyles must change. In order to bring home our point we draw lessons from other places and try to promote solutions in Canada. One Sky also strives to be an enjoyable place for people to live their work. Key to our work is building capacity both individually and with similarly focused organizations through networking and mentorship programs. We are essentially trying to create a "pattern of change", a stone that is

dropped in the water that creates a ripple of change moving outwards. This patterned organizational methodology should be identifiable and replicable and have lasting value. It should, in essence, be a fractal, which is a replicable pattern, in this case a pattern of change (in both what it does and how it does it) that contributes to promoting sustainable living. These principle fractals should guide how we work along with an agreed upon set of “values”. In addition One Sky has developed a value matrix that we use as a three-stage filter to help us make decisions on activities. Both of these philosophical underpinnings deserve further explanation.

About One Sky Fractals

Every cloud, every snowflake, every wave is completely unique yet shares some essential quality that defines it as a cloud, snowflake or wave. Fractal patterns in mathematics are often found as patterns within patterns within patterns, each scaled upon the principle of the preceding or succeeding pattern. It is as if the pattern can repeat itself based on an intrinsic principle. In physics, a fractal is a pattern that is made up of smaller, unique but clearly associated patterns. A fractal is a geometric shape that has symmetry of scale. One can zoom in on a part of it an infinite number of times and it would still look the same. This is also called *self-similarity*. Computer-generated fractals are produced mathematically, and these can create detailed pictures of mountains, plants, waves, and planets. These patterns often fit into larger patterns much like snow crystals make up a snowflake. Just as there are patterns in nature there are patterns in human behaviour and organizational methodology. Our goal is to seek out these fractals in organizational behaviour and use them as principles in our planned activities. Can we, for example, develop partnerships and then sub-networks within networks that are within movements? Can certain positive organizational principles be infinitely repeatable across numerous cultural or political landscapes and be scaled up or down? One Sky currently identifies eight organizational “fractals”.

1) Organizational Development – the concept here is that we need to view ourselves as a dynamic and constantly growing organization. We need to work “iteratively” with the idea of incorporating lessons learned as we proceed. We are simply not what we need to be in order to solve the problems that we are challenged with. Scaled down it also means that we should try to continually learn and improve as individuals within the organization. Our tasks and challenges should become more complex and challenging as we achieve our goals yet we should not be deterred from attempting tasks that we have no experience at. This is particularly important if we engage in modeling exercises. One Sky should be viewed as an organization that is learning by doing and willing to acknowledge this.



2) Capacity Development – this is a pattern we should emulate in everything we are doing and affecting. It is similar to being a growing organization except that we are trying to increase the capacity of others not just ourselves. We are moving outwards with our learning. We are trying to develop capacity within our organization as well as our partners

in other countries. The idea is that we simply do not have the capacity, even collectively, to solve the challenges we are up against so we need to improve our toolkit, increase our numbers, be better equipped fiscally and improve our management and infrastructure so as to better tackle the worlds problems.

3) Networking – this is a very important principle of One Sky. We simply cannot do everything that needs to be done in the time that we have. Time is a key issue when we are tackling issues of environmental degradation such as biodiversity or climate change. We need to work with others in a coordinated way that respects the individual nature of our organizations. Networking is a way of creating voluntary links between organizations that have a defined, focused and united vision. There are numerous examples of One Sky using the tool of networking to increase our impact. It is important that we not get caught up in the ownership of projects or programs but concentrate on the final goal. Most of our goals cannot be reached alone and require us to network. Networking is often linked to capacity building.

4) Education/Outreach – Education and outreach should be a part of everything that we do. We must introduce people who have never been exposed to ideas of social justice and environmental sustainability to the challenges and successes of working in this field. It is not necessarily our highest priority but it is an important consideration. Education and outreach within One Sky are different than capacity building. Capacity building is targeted at our partners or existing change agents. We are trying to build upon the direction they are already going. Education and outreach, for One Sky, are directed more at the status quo or people who have never been exposed to the ideas of sustainable development. Our schools or media programs are good examples of this.

5) Human Security and the Environment – This is an interesting fractal as it defines a particular niche that One Sky is working in and is a harder concept to describe as a fractal or principle. The idea here is that we have been working in many crisis areas where environmental degradation and social crisis interface. These two challenges are particularly acute when human beings engage in conflict. It has also resulted in the most despairing conditions on the planet. By working in this arena One Sky has managed to be an inspiration to others. We are essentially working in what could conceivably be considered the most difficult place where the three areas of economics, environment and development or human rights interface. By working in this particularly focused place and maintaining a sense of hope we can provide a positive model for others. Other problems seem less difficult to tackle if we are already tackling hot spots. The principle is based on dealing with the most difficult situation first... the others will seem less daunting.

6) Local Development – The idea here is that we should promote in other places what we are willing to live and exemplify at the local level. If we are to talk about sustainable shelter in other countries we should decrease our environmental footprint in Canada. If we are to talk about global warming we should reduce our energy needs at home. We need to talk from a place of experience and this means living a life of example. This is a very, very hard fractal to uphold because as we become more demanding of others we need to be even more demanding of ourselves. This is why we need to work with others with a degree of humility. We also need to make our local conservation efforts a priority. This fractal is linked to the idea of community.

We need to work in a world in which we recognize our global community and act as principled examples from a place of local community.

7) Global citizenship/world centric – this fractal underlines the idea of the GAIA hypothesis. The planet is a complex interconnected system that emulates a living organism of which we are but a single part. This is beyond an anthropocentric or species-specific view in which we are concerned only about human welfare. We need to view problems on the other side of the world as our problems. We need to see our backyard as a global backyard in which we do have a stewardship role.

8) Mentorship – mentorship is similar to capacity building but identifies and celebrates the idea of leadership and learning. An organization with multiple leadership requires leaders to mentor up and coming leaders. It also requires up and coming leaders to recognize mentors and open learning minds to the concept of “elders” or wisdom. We are not self-created individuals but individuals created by a social construct that is older and bigger than we are. We need to learn from others. We need to honour youth and mentorship by opening political space for youth and room for action under a guiding hand. We need to allow errors in favour of learning, ensure learning with sufficient responsibility and develop multiple leadership in the long term over short-term results.

Values in the Work that We Do

Fractals are organizational principles while values are based on a shared sense of ethics. One Sky is about a balanced, ethical way to live. It is about creating change for a better world... one in harmony with our planet and our lives. For some of us it is work, or pleasure or an education... or perhaps all three. For this reason the way in which we carry out our activities, the way that we treat each other along this path is integral to our success.



At the 2002 AGA we identified the following values as central to the work of One Sky:

- Significance of the volunteer
- Global partnerships
- Mentorship
- Humour and fun
- Multiple leaders
- Inclusion
- The organization as an enabling tool for people
- Respecting people's energy and skills
- Integrity (human and environmental)
- Organizational sustainability

These core values were aspects of One Sky activities that were held in common and central to establishing our priorities.

Our Criteria for Engaging in Activities and Projects:

One Sky developed criteria to use as a screen when determining which activities we should engage in. There are many potential projects and there is never a shortage of things to be involved in. Some kinds of projects lend themselves to be better One Sky projects than others. In order to determine if an activity is strategic we have developed three levels or filters.

“Critical” values are those aspects of programming that we *must* not compromise on. “Core” values reflect the types of activities that we *should* be doing although we can make exceptions and “good” values reflect the kinds of activities it would be *nice* to engage in whenever possible.

All proposed activities **must** have the following “critical” elements:

- Within the mission statement
- Ecological
- Rights-based
- Inspirational/Hopeful

We believe, as a statement of core values, that our projects **should** strive to be:

- Within One Sky’s capacity (or attainable capacity) e.g. human resources, fun, infrastructure or time
- Be inclusive
- Be designed with the participants
- Be culturally appropriate
- Be financially viable
- Build on North-South Links

In addition it would be **good** if our projects also:

- * Achieved multiple benefits
- * Had a good life expectancy or long-term impact
- * Were achievable
- * Build on what we’re already doing



One Sky has emerged as an organization that links the triple bottom line issues of human rights and development, our environment and the economy. We recognize that development and environment are intertwined and we cannot protect the environment without a healthy economy, neither can we have a sustainable society without upholding human rights.

VII What Is One Sky Doing Today

As One Sky has developed we have become involved in many different activities that we have organized into the following structure. Because many of the projects or programs involve more than one fractal and many different

values we have, over time, organized them based on geographic location or funding source and into one broad strategic framework that reflects how we have naturally organized ourselves.

Renewable Energy Workshop in Nigeria - CRE Project 2003



Each of these programs has developed its own *goals, objectives, activities* and short-term *outcomes* as well as analysed what resources will be necessary to carry this out (*outputs*) in order to have a longer term *impact*. The terminology has been borrowed from a Results Based Management (RBM) framework used by many of our key funders. We have created two levels to both capture our overall organizational goals and objectives as well as the goals and objectives for each program stream. There is essentially a broad organizational strategy for One Sky and individual program strategies for each program stream. Each of these programs could in turn have many individual project strategies to achieve more specific goals and objectives although they are not included in this document. These goals and objectives were created out of team meetings during which the Strengths, Weaknesses, Opportunities and Threats were analysed for each component (SWOT analysis). Because these SWOT analysis are background documents and are very detailed as well as dynamic they have been appended to the strategic plan (or are available at our head office) and make up a kind of rationale for why we are pursuing the goals and objectives that we are pursuing. The following three year strategic plan is therefore organized into two levels with the following structure:

Goals: These are broad goals that capture how we will achieve our vision over the next three years. They are meant to be specific, measurable, achievable, realistic and timebound (smart).

Objectives: Objectives are more specific things that we wish to achieve and help us to structure how we will achieve our goals.

Activities: These are the things that we will actually do to reach or objectives and achieve our goals.

Outcomes: This will be the immediate result of our activity that we are likely to see in the short term.

Impacts: This is the longer term impact that our activity will have that we may not see in the timespan of our effort

Outputs: These are the human and physical resources that we will need to carry out our activities.

Indicators: This is how we will measure success and will vary in terms of being quantifiable or qualitative.

“The thought manifests as the word;
The word manifests as the deed;
The deed develops into habit
And habit hardens into character.
So watch the thought and its ways with care,
And let it spring from love
Born out of concern for all things.”

The Buddha

VIII What Is One Sky Doing For The Next Three Years?

A) Organizational Goals For The Next Three Years

- 1) Grow to be an inspiring organization over the next three years
- 2) Carry out our mission statement with better results.
- 3) Manage our organizational growth effectively.
- 4) Become a more efficient organization
- 5) Develop financial strength and stability
- 6) Develop our infrastructure in an ecologically sustainable manner
- 7) Develop multiple leadership
- 8) Complete our program goals to the highest standards of excellence
- 9) Maintain a high sense of staff/board/volunteer job satisfaction

B) Objectives

- 1) Create links/partnerships among staff, interns and the BOD to create multiple leadership in One Sky and less dependency on the ED.
- 2) Increase capacity of Staff
- 3) Increase capacity of Board of Directors
- 4) Diversify membership (race and class)
- 5) Clarify what constitutes One Sky membership
- 6) Create a system to archive and maintain institutional knowledge
- 7) Produce an internal communications plan
- 8) Widen our funding base / reduce dependency on CIDA funding

C) What Activities Will We Engage In To Achieve These Goals and Objectives?

- 1) Develop a clearly written, easy to understand document that outlines the process for approving a project proposal with One Sky
- 2) Complete a shared vision of our direction in the form of a strategic plan.
- 3) Carry out team-building / visioning / strategic planning retreat time / workshops for BOD, staff and ED (separately and/or together)
- 4) Develop benefits and training plan for staff
- 5) Develop Overseas policy for staff
- 6) Involve field staff in collaborating on new projects
- 7) Diversify staff (race and class) through hiring, program development through partnerships, and policies
- 8) Ensure BOD feels appreciated & inspired.
- 9) Discuss pros & cons of having a membership.
- 10) Establish a system to monitor and manage One Sky growth.
- 11) Develop some “checks” for quality control (*ED to design, & BOD to discuss, revise & approve*)

- 12) Research and seek out organizational development money (*ED & BOD*)
- 13) Develop good relationship with other funders (*ED, BOD & staff networks*)
- 14) Accumulate a positive operating fund balance of 30 K in three years.

D) What Will The Short Term Outcome Be (outcomes)?

E) What Will Be The Long Term Impact Be (impacts)?

F) What Do We Need To Accomplish These Goals (outputs)?

G) How Will We Know We Are Successful (indicators)?

IX What Will Happen In Each Program For The Next Three Years?

i) Sierra Leone

A) Program Goals For The Next Three Years

1) In Sierra Leone, our goal is to provide practical solutions for war-affected populations that build peace and protect the environment.

The overall goal of this project is to improve human security in Sierra Leone by protecting the environment, raising awareness and enhancing sustainable livelihoods.

One Sky's goal is to phase out working solely with FOESL and engage with other ENGOs in a more bilateral program.

One Sky's long-term vision is to maintain and protect biological integrity and promote sustainable living through a community forestry model of sustainable forest management in buffer zones surrounding protected areas in Sierra Leone and Liberia.

B) Objectives

1) With FOESL our current objectives include:

- develop decision-making process (philosophy, filters)
- develop policy (diversify hiring) and hold AGM
- Improve infrastructure of office (internet, resources, account for office supplies)
- Improve infrastructure at Eco-centre
- Functioning bus
- Diversify funding base
- Strengthen administrative skills of FOESL

2) Increase the capacity for micro-enterprise development

3) Develop innovative programs to expand skills training and build leadership

4) Strengthen administrative skills of FOESL

Develop training programs at the Eco-centre

- To improve the capacity of Friends of the Earth Sierra Leone in its ability to access resources and manage programs that promote sustainable living.

- To train and educate war-affected youth and environmental change agents in the Freetown and Western Peninsula regions of Sierra Leone.

- To build stronger links between Canadians and FOESL, and between FOESL and other SNGOs also involved in organic agriculture, appropriate technology, renewable energy, outreach campaigns and gender equality initiatives.

Objectives (Community Forestry project):

- o Build the capacity of Sierra Leone and Liberian ENGOs and communities to plan for community forestry projects in buffer zones surrounding protected areas in the Upper Guinea Forest Ecosystem.
- o Create forest management plans, including planning for sustainable income generating activities, in at least three communities, mentored by community forestry initiatives in Nigeria but adapted to the Sierra Leone and Liberia contexts.
- o Create "champions" of the community forestry model within selected ENGOs, communities and government representatives from the forestry division.

- Build community forestry networks in Sierra Leone and Liberia, and at the larger West African regional level.
- Instill gender mainstreaming into community forestry activities

Objectives Micro-credit Initiative:

- To establish a viable micro finance initiative that works towards the empowerment of the program participants through improving their economic condition and security as well as through skills development and training in business management
- To ensure that the development and implementation of this program is based on a participatory approach which builds on the existing knowledge and skills of the program participants
- To work toward positive changes in gender relations at both the household and community levels
- To assess the women's subsistence activities and work with them to make such activities more sustainable and reduce their impact on the environment
- To give the participants in the program the tools to make themselves self reliant and to independently undertake initiatives geared toward social change and community development

D) What Activities Will We Engage In To Achieve These Program Goals?

- 1) maintain the current level of programming including the tile making machine, bicycle programs and organizational development activities with FOESL
- 2) Initiate a new micro-credit finance program with women's groups in select communities in Sierra Leone.

2004-2005:

1. National Secretariat: FOESL capacity building workshops, training and activities; South/South Exchange
2. Eco Centre: a) Sustainable Shelter is developed into a self-sustaining enterprise
b) Organic Agriculture garden is expanded, addresses water challenges, develops food preservation techniques, and FOESL gives training workshops in composting, organic agriculture and water catchments.
c) Appropriate Technology - the Eco Centre is set-up with photovoltaic energy and a composting toilet is built
3. Environmental Campaigns: a) Earth week celebrations include workshops and outreach through TV and Radio
b) Waste management campaign is active, visible and educates at the grassroots level

Micro finance

- a) Weekly meetings
- b) Training in small enterprise development and business management
- c) Development and implementation of business plans

Loans and savings scheme developed and implemented

Gender

- a) Training workshop in gender awareness and gender approaches to development

- b) Participatory assessments of gender relations at the household and community levels in eight communities

Women in each community to hold gender awareness workshops

Environment

- a) Participatory assessment of the environmental impacts of subsistence activities in eight communities
 - b) Development strategies to reduce the impacts of subsistence activities on the environment
- Workshop to be held in each community to share strategies developed by the women with other community members

Outreach

- a) Newsletter detailing the activities of the project to be developed by participants

Media coverage of community workshops

D) What Will The Short Term Outcome Be (outcomes)?

- Increased administrative and management capacity at FOESL
- * Improved agricultural yields and knowledge about composting, water catchment and food preservation techniques from organic garden projects
- * Increased awareness about rural energy alternatives
- * Less litter around Freetown and job opportunities for war-affected youth; FOESL more widely known.

Increased economic opportunity and security for women in the rural and urban areas in the Western Area of Sierra Leone

Enhanced capacity of women to develop community initiatives independently in the future
Increased awareness of gender relations in eight communities in the Western Area of Sierra Leone

Increased awareness of the impacts of daily activities on the environment

More sustainable activities identified and realized

Increased public awareness of FOESL activities

E) What Will Be The Long Term Impact Be (impacts)?

- * Alternative technologies and energy sources become an integral part in achieving sustainable livelihoods.
- * Increases in food security that assist in sustaining peace.
- Increases in the number of sustainable development initiatives and environmental stewards in Sierra Leone

Microfinance:

Economic self-reliance for the participants of the program

Increased capacity of women in Sierra Leone to pursue secure livelihoods

Increase in food security and access to education and health care

- Improvement in the role of women at the market, household and community levels
- Reduction of the impact of subsistence activities on the environment
- Innovative ideas and strategies for sustainable development influence community initiatives in Sierra Leone

F) What Do We Need To Accomplish These Goals (outputs)?

G) How Will We Know We Are Successful (indicators)?

- | |
|---|
| <ul style="list-style-type: none">* Improved Sierra Leone/Nigeria connections* Ability of FOESL to access other funding and programs* Number of tile-making business contracts received* Gender mainstreaming part of FOESL* Number and quality of composting, cistern and food preservation workshops* Trash bins filled and need emptying regularly |
| <ul style="list-style-type: none">* Increased budget, programming and profile of FOESL* Number of people able to develop sustainable livelihoods* Number of ENGOs and networks within Sierra Leone as well as with other West African countries increased* An increase in food security through organic agriculture and appropriate food preservation techniques* Sierra Leone leapfrogs to renewable energy sources to meet the energy needs of the poor and rural dwellers. |

ii) **Nigeria**

A) Program Goals For The Next Three Years

1) In Nigeria, the goal of the CRE Project is to strengthen Nigerian NGO capacity to affect policy change and to manifest environmental improvement in Cross River State

B) Objectives

- 1) Provide training in project and organizational management
- 2) Develop capacity for gathering, analyzing and disseminating environmental information and policy to civil society, government and the private sector;
- 3) Support activities in key land and water management demonstration projects in local communities;
- 4) Build networks and partnerships among communities, civil society organizations, government and the private sector;
- 5) Provide training in gender analysis, gender equality and HIV/AIDS integration approaches;
- 6) Increase NGO capacity to carry out participatory monitoring and evaluation; and
- 7) Increase public awareness in Canada and Nigeria of environmental issues in CRS.

C) What Activities Will We Engage In To Achieve These Program Goals?

D) What Will The Short Term Outcome Be (outcomes)?

E) What Will Be The Long Term Impact Be (impacts)?

F) What Do We Need To Accomplish These Goals (outputs)?

G) How Will We Know We Are Successful (indicators)?

iii) Human Security and the Environment

A) Program Goals For The Next Three Years

- 1) Our Goal is to draw the links between human conflict and ecosystems. This includes impacts of conflict on the environment and the environment as a driver of conflict.

To reinforce that changes in Canadian consumer and industry behaviour can affect international policy and to increase Canadian private sector involvement to improve the social and environmental conditions of diamond mining in Sierra Leone.

Our goal is that within three years we are involved in an existing fair trade diamond initiative.

B) Objectives

- 1) Broaden our network of subject matter contacts and experts within Canada related to human security and the environment, and Africa country issues, and war effected immigrants to Canada
- 2) Develop a strategic communications plan to allow One Sky to assume a larger media and advocacy role for responding in a timely way to international events and media opportunities that are relevant to human security and the environment as they occur with clear messages

To illustrate the success of a Canadian consumer campaign to end the trade in conflict diamonds through the strengthening of the Kimberley Process international certification scheme.

To profile the positive choices that Canadians can make that will have an impact on the developing world. To promote further industry initiatives through assessing the potential for a fair trade diamond market in Canada.

To facilitate an exchange between the diamond miners in Sierra Leone and the Dene in the NWT especially to share information on creating indigenous agreements for job creation and community development.

C) What Activities Will We Engage In To Achieve These Program Goals?

1. Publish and release a report on Sierra Leone's Alluvial Diamond Mining Industry. Develop promotional materials, background information, press kits and section on website.

2. Development of audio/visual resource.

3. Present the report to Canadian diamond industry in NWT and jewellers in Toronto.

4. Research and assess potential for a fair trade market in diamonds. Participate in fair trade discussion in Oaxaca, Mexico.

5. Hold a roundtable at the Jewellery World Expo in Toronto with members of diamond industry, jewellers, other fair trade industries and NGOs on Fair Trade diamonds.

D) What Will The Short Term Outcome Be (outcomes)?

1. Canadian diamond industry and consumers are aware of the gap between international policy and ecological and social consequences of current alluvial diamond mining practices in places such as Sierra Leone.

2. The private sector and consumers are interested in the opportunity of developing and supporting fair trade diamonds.

3. A network of stakeholders outline the foundations for ecological and social mining standards for fair trade diamonds.

4. Consumer choices regarding gem purchases are pro-active to make a positive impact on the developing world.

5. The Canadian private sector and NGOs are working together to develop viable and innovative solutions and come up with a set of recommendations.

E) What Will Be The Long Term Impact Be (impacts)?

The diamond industry sector in Canada helps improve the lives of the poor in Sierra Leone by becoming involved in fair trade initiatives. Canadian consumers demand products that respect human rights, have minimal environmental impacts and support local communities. The environment in the diamond mining areas improves in Sierra Leone and child miners are no longer used. Conflict diamonds in Sierra Leone are no longer an issue and environmentally and socially responsible criteria are respected regarding diamond mining.

F) What Do We Need To Accomplish These Goals (outputs)?

G) How Will We Know We Are Successful (indicators)?

Set of recommendations developed at the roundtable.

An initial list of acceptable fair trade standards established.

Knowledge of potential market and number of potential distributors for fair trade diamonds.

Amount of communication and number of meetings between NGOs and the private sector.

Rise in Fair Trade product purchases in Canada

A viable fair trade diamond market is established between Sierra Leone and Canada.

Fair trade percentage of Canadians buying engagement rings is monitored and increases.

Number of child miners in Sierra Leone decreases.

The state of the environment improves in Sierra Leone.

Diamonds no longer fuel war in Sierra Leone.

iv) Internships

A) Program Goals For The Next Three Years

To radicalize youth...

B) Objectives

- to provide work skills and experience to youth interns and help them enter the job market or create entrepreneur opportunities
- to strengthen the existing work of One Sky and our partners by providing interns
- to develop environmentally aware youth with international understanding, experience and appreciation
- to strengthen North-South partnerships and the Southern NGO by providing them with Canadian youth interns
- to strengthen cross-Canada solidarity and understanding in the environmental sector

C) What Activities Will We Engage In To Achieve These Program Goals?

D) What Will The Short Term Outcome Be (outcomes)?

***An eg. from a specific internship position... can mimic or recreate in general**

Internship Development Objectives: The intern will increase local capacity regarding the use of appropriate technology including solar power, renewable energy and sustainable building technology. They will increase the quality of integration of war-affected children in ecological training programs.

Internship Employment Objectives: The intern will gain skills in international project management and the use and promotion of alternative technologies.

Expected Development Outputs: The completion of workshops on appropriate technology and the construction of pilot technologies at the ecological centre.

Indicators for Development Outputs: Number of workshop participants and the quality of pilot technologies including local acceptance and use (measured through verbal evaluations)

Expected Employment Outputs: Intern will gain documented experience in the application of alternative technologies in a developing world context as well as project management skills.

Indicators for Employment Outputs: Internship report on applications of appropriate technology as well as One Sky field evaluation indicates improved project management skills.

E) What Will Be The Long Term Impact Be (impacts)?

Former youth interns remain involved and active in social justice and environmental movements.

F) What Do We Need To Accomplish These Goals (outputs)?

- Annual funding ...

G) How Will We Know We Are Successful (indicators)?

- annual (?) follow-up questionnaires to past-interns

v) Networking

A) Program Goals For The Next Three Years

1)

Our goal is to have more effective networks that One Sky can rely on to achieve its vision.

B) Objectives

- 1) To strengthen Canadian and West African social justice and environmental organizations' ability to network.
- 2) To strengthen One Sky's networking capacity and understanding of the potential of networking.
- 3) To actively participate in selected networks.
- 4) To actively use networking as a tool within all of our programming areas in order to more effectively achieve program goals.

C) What Activities Will We Engage In To Achieve These Program Goals?

- 1) Have each One Sky staff develop leadership within at least one network as a representative of One Sky
- 2) Develop networked programming in Sierra Leone
- 3) Create key networking opportunities (renewables, community forestry)
- 4) Maintain current networking profile or position (CEN-IP, CCIC)
- 5) Have each program or project identify key networking opportunities and benefits at various scales (personal, local, national, transboundary, bio-regional, international).
- 6) Specifically identify both the networks and the elements of effective networking that One Sky currently is engaged in and share that both within and, where applicable, outside the organization.

D) What Will The Short Term Outcome Be (outcomes)?

- 1) Written documented resources on the elements of effective networking
- 2) Have networks within each of our program/projects
- 3) Positive profile as a networking organization
- 4) New partnerships and networks and strengthened existing partnerships/networks
- 5) An effective environmental network in Sierra Leone
- 6) One Sky an active participant in a variety of networks

E) What Will Be The Long Term Impact Be (impacts)?

For One Sky to be an effectively networked organization better able to carry out its mission statement.

To leave legacies of networks that promote sustainable living globally.

F) What Do We Need To Accomplish These Goals (outputs)?

Very little!

- internal discussion or workshop on networking within One Sky
- human resources/time to participate

- resources for memberships

G) How Will We Know We Are Successful (indicators)?

- Program/project proposals and reporting indicates use of partnership(s) and networking in achieving its goals.
- One Sky people and One Sky would be more involved (#s) in various levels of networks and able to identify them.
- One Sky would have more profile as seen through website hits, general inquiries, speaker/conference invites, consultations, etc.

vi) Local Initiatives

A) Program Goals For The Next Three Years

- 1) Our goal is to model our organizational fractal approach at the local level
- 2) Our goal is to promote sustainable living within our immediate community

B) Objectives

- 1) develop a sustainable workplace
 - 2) develop local programming
- To promote energy efficiency and to model and raise awareness of alternatives in the local area.
 - To increase awareness of the eco-efficiency potential of buildings and the benefits of moving toward a sustainable building environment.
 - To provide assistance to businesses to determine their energy costs and take simple steps to reduce their environmental impact.
 - To create a resource centre through which building owners/managers can share and exchange knowledge, information and experience in completing eco-efficient building retrofits.
 - To encourage citizens to learn about actions, alternatives and initiatives to reduce their energy footprint and reduce GHG.
 - To raise environmental awareness in the business community.
 - To give incentives/recognition for getting involved and making a difference.

C) What Activities Will We Engage In To Achieve These Program Goals?

- 1) Use the purchase of the new building to model and demonstrate innovative techniques for sustainable living
- 2) Develop a gallery of sustainable living solutions and feature our overseas work
- 3) Develop a strategic plan for disseminating our sustainable living organizational model (One Sky-> Smithers ->B.C.)
- 4) Search for fundraising opportunities for Public outreach
- 5) Research best practices (modeling, policies)
- 6) Develop a local Resource library
- 7) Develop local fundraising and educational events
- 8) Build our capacity to involve and utilize volunteers (access to One Sky)
- 9) Develop and promote local Sustainable transport (eg. Blue Bike, carpool website, notice board)

Business Energy Pledge
Office Sustainability workshops
Green Resource Centre
Educational signage
Smithers sustainability map

D) What Will The Short Term Outcome Be (outcomes)?

E) What Will Be The Long Term Impact Be (impacts)?

F) What Do We Need To Accomplish These Goals (outputs)?

G) How Will We Know We Are Successful (indicators)?

- number of businesses/offices who have signed onto the pledge and implemented changes
- number of website hits to pledge site
- number of newspaper articles
- increased awareness amongst businesses and consumers of energy efficient actions
- 3 workshops given to 10 to 20 members of the business community
- 2 workshops given to 10 to 20 contractors, builders and interested community members
- workshop evaluations are positive and show an increased knowledge of energy footprint, ways to improve energy efficiency and viable renewable energy options for the North.

One Sky's energy bills decrease

- number and variety of resources acquired and displayed
- number of people who use the resource centre
- signs are complete and provide educational information
- number of residents and community groups who 'tour' the office
- sights profiled see an increase in traffic

number of maps distributed and picked up

vii) Education Outreach

A) Program Goals For The Next Three Years

Goal: to act as a catalyst and inspiration for broader change within existing social structures (such as educational systems or the media)

B) Objectives

C) Activities Will We Engage In To Achieve These Program Goals?

- 1) Assist teachers/educators in developing Canadian curriculum about Africa and sustainable development (Global Classroom Initiative)
- 2) Update and improve the web page
- 3) Maintain positive local media and move to a provincial or national level capacity
- 4) Do an Adbusters or Alternatives article on blood diamonds
- 5) “Inreach” internal understanding One Sky philosophy (outputs, materials and program) documentation, retreats and workshops
- 6) Consider how activities infect others
- 7) Develop a communication plan with key messages
- 8) Engage Canadian interns/mentors during and after internship

D) What Will The Short Term Outcome Be (outcomes)?

E) What Will Be The Long Term Impact Be (impacts)?

F) What Do We Need To Accomplish These Goals (outputs)?

G) How Will We Know We Are Successful (indicators)?

X What Risks And Assumptions Have We Made? What Is Our Plan B?

XI Financial Considerations

One Sky began its first year depending on a single credit card. In its first full year its annual budget grew to 189K. Our second year increased to 275 K and in 2003 we had expenditures of 890 thousand dollars. In 2004 we are likely to exceed the one million dollar threshold. Despite these increases we have been stretched financially as we acquired an office building, maintained two houses overseas and provided employment for more than a dozen staff. We have been trying to accumulate a 50 K operating fund, which will essentially, provide the security for our current credit line, which is limited to 50K with the Bulkley Valley Credit Union. We are audited annually by the Chartered Accounting firm Edmison Meir and hold two additional bank accounts with Zenith Bank in Calabar, Nigeria and the Sierra Leone Commercial Bank in Freetown, Sierra Leone. We have invested heavily in an accounting package called Quickbooks and keep an electronic set of books that individually tracks each project and program according to classes. The purchase and investment in our office building along with the accumulation of a positive operating fund will increase our financial equity.