

Building Our Feminist Hub

Policies, Practices, Politics 5 Years On

Contents

1. Opening	3
2. Our Journey	6
<i>Our Timeline</i>	6
3. The Money Matters	11
<i>When Crisis Strikes</i>	11
<i>Purposeful in Numbers</i>	12
<i>Decolonising our Payscale: our journey</i>	13
<i>Reflecting with Our First Funders</i>	15
4. Building an Organisation with Soul	17
<i>What's Worked to Build our Soul</i>	18
<i>Building Across Oceans</i>	20
<i>We Can Do Better</i>	23
5. Parenting While Powering Purposeful	30
<i>Spotlight on: Parental Leave</i>	33
<i>Spotlight on: Reproductive Justice</i>	33
<i>Spotlight on: Our Children Taking Up Space</i>	34

<i>#TakeYourDaughterToWorkDaySL</i>	35
6. Learning and Growing Together	35
<i>Spotlight on the Purposeful Fellowship</i>	36
<i>Spotlight on: Feminist Night School</i>	38
<i>Radical Reading and the Freetown Feminist Library</i>	39
<i>Scholarships and Study Leave</i>	40
7. Building a Culture of Care	42
<i>Spotlight on: Radical Rest</i>	43
<i>Spotlight on: Four-Day Week</i>	43
<i>Spotlight on: Collective Care Adviser</i>	43
<i>Spotlight on: What's Working to Build Cultures of Care</i>	44
8. This Is For All Of Us	44
Acknowledgements	46

1. Opening

When we began Purposeful five years ago, there were a few things that we held deep and true. That our friendships mattered. That our identities as parents and carers, survivors and singers, refugees and the children of revolutionaries - that these were all profoundly integral to this work. That most importantly, we had to find ways to model the world we imagine inside Purposeful if we were ever to build the world we imagined outside. That we are the world and the world is us.

As we reflect on our journey, perhaps the most striking realisation is that the work of organisation building really is never done - the policies never set forever, the processes never fully defined, and the people in a constant state of growth and evolution. That is the work and that is the world. Like the moon, always waxing and waning, always cycling through another phase.

Whilst we have always worked from a deeply held set of political principles about how the world might be, much of who we are and what we do as an organisation has evolved organically, in deep relationships with girls and a constellation of partners that criss-cross the globe. Like the moon, we have taken on many phases, each bringing us more fully into the light, and each taking us right back again to where we started.

In our earliest days, these principles lived between us organically, instinctively, in practice but not on paper. As we grew, and as we took on new kinds of resources, some of this practice started to diverge from politics and principles. Indeed, some of the earliest prompts for organisational development - in the mainstream sense -

came from large bi-lateral funders with a particular view on compliance and accountability, and with a desire to meet their threshold, we crafted our first codified set of Human Resource and organisational policies. In the end, some of these pieces of paper acted counter to who we are and who we wanted to be. It was not uncommon to find ourselves saying “don’t worry about this or that sentence, that policy, that articulation. This is actually what we think, feel and believe”. As we became bolder about our place and as we grew the resource base that meant we could push back and say no, we began a process of really codifying our feminist organisational practices, and committing resources to what we codified. This offering is the culmination of that work, and one marker in what we hope is a very long journey of organisation building.

Many of the practices we name are considered ‘innovative’ or ‘radical’, and in some ways they truly are. But they are also inspired by - and borrowed directly from - labour organisers, Socialist Governments, and liberation era movements on the African Continent and beyond. In the German Democratic Republic during the Cold War, women were routinely offered menstruation leave from the factory floor, whilst in India, six-weeks miscarriage leave has been the norm since the 1960’s. Why is it important to name this? Because current organisational models and ways of being can seem as if written in stone, as sent from the Gods. Yet many of these ideals are rooted in the so-called European Enlightenment and Industrial Revolutions, and powered by deeply racist, extractive, capitalistic ideas about personhood, value, and profit. These ideas about how we live and work were made by people - and they can just as easily be unmade by people too. Take the five-day week as a blueprint for

how we organise our time. So ingrained is this idea that it seems impossible to imagine another way. That is, until we do.

We share these offerings humbly, knowing how much there is still to do at Purposeful. We name the high-points, because they are so important. We document the wins, because they are such critical fuel for our collective struggle. And as we do that, we acknowledge that this work is complex, and power-laden, deeply bound up with all of the racist, colonial, imperialist underpinning of the sectors in which we are operating. We have, all of us, been raised up in social structures of oppression. And all of us - except the youngest of us - began our careers in deeply hierarchical organisations, many of them premised on colonial visions of saviourism formed around Northern notions of charity. Building a feminist organisation is hard because we have so few examples of what that actually means in the world - and in so many ways we are pushing back against all that the world of work has taught us up to this point.

But we try. We build, we challenge, we laugh, we cry, we stumble, we re-build, we begin again. Why? Because we must. Because of the possibility of that moonbow just beyond the horizon. Because she is just in reach. That rarest of rainbows, the most beautiful metaphor for all of girls' hopes, demands and dreams.

In gratitude to all those we build alongside every day. The best team in the business, past and present. This is our love letter to you.

Rosa and Chernor

2. Our Journey

Purposeful was born on the back of envelopes and on long car journeys through Sierra Leone in 2015, at the height of the Ebola crisis. Formally launching on the International Day of the Girl in Freetown in 2017, the seeds of who we are were laid many, many years before. Ours has been a story like all good stories, full of adventure, struggle, inspiration, tears and some really, really good tunes. In fact, we like to dance so much we've made you a YouTube playlist so you can listen while you learn, just click [here](#) to access.

Our Timeline

2012 - The spark of a dream

- We meet in Ethiopia on a project about girls and social change
- Life-long relationships are formed along with a shared critique of structures and systems.

2015 - Our story begins

- Sierra Leone succumbs to a catastrophic outbreak of Ebola. Girls are at the forefront of the epidemic.
- Chornor connects with key members of the Salone Adolescent Girls Network.
- We come together to create a communications package, including a radio drama, targeting girls. We all return to our jobs.
- We return again and again.
- By the end of the year we will start planning to launch an organisation...

2016 - We dig deep

- We receive a grant from the Nike Foundation to work with girls in Sierra Leone. Purposeful is born.
- The first team is assembled - strategy begins, and pilot drama and talkshow recorded.
- We conduct research into the drivers of child marriage in Sierra Leone and Guinea, Nicaragua and Indonesia with the NoVo Foundation.
- A collaboration forms with over 30 grassroots community organisations, researchers and local advocates in Sierra Leone
- The Karo Kura media brand is created, tested and is deemed a success.

2017 - Ups and downs

- We leave our full-time jobs to start Purposeful in earnest
- A major grant is awarded from the NoVo Foundation.
- The donor for Karo Kura media brand pulls out due to their own funding challenges.
- We lose staff but re-strategise, and Purposeful is officially registered.
- On the 10th October 2017, Purposeful launches in Sierra Leone.
- The Child Marriage report is unveiled.
- We announce our Karo Kura grassroots funding - "everyone is in, nobody is out!"

2018 - We are our partners

- We collectively develop the partnership principles.
- The Karo Kura girls programme kicks off in communities across Sierra Leone with 30 partners.

- We move to a bigger office with a growing team.
- Purposeful campaigns against the ban of pregnant girls in school.
- We work with the Asmaa James Foundation and others on the “Black Tuesday” Movement.
- Purposeful is awarded a major DFID SAGE grant for our Girls’ Circles programme with 15,000 girls in 6 districts across Sierra Leone.

2019 - Our team grows

- We joyfully become the new home of ‘With and For Girls’ (WFG).
- We begin grant-making to girls and their allies globally and expand our team outside Sierra Leone
- We launch ‘Tar Kura’ - a grant chosen by and for young people through a participatory process
- The first Purposeful Fellows begin their internships.

2020 – Taking action during COVID-19

- With and For Girls moves unrestricted resources in cash to girls collectives across Sierra Leone
- Together with 25 funders, we launch the Global Resilience Fund (GRF) to move rapid funds of over \$1,000,000 to girls and girl-led organisations in 91 countries.
- We develop a media response (radio, print and film) in just 8 weeks as a virtual safe space for girls through the pandemic
- We keep 800+ mentors connected and informed by giving them mobile phones and broadcasting nationwide across 70 radio slots a week.

- With Isha Sesay, Idris Elba and local partners we create the Survivors Solidarity fund - a mobilisation platform by Sierra Leone, for Sierra Leone to end rape and all forms of sexual violence
- We grow an initiative for alternative rites of passage for soweis and girls in Sierra Leone and launch the documentary, 'A Bloodless Rite'.
- We move resources to 250+ organisations across the world.

2021 – Deepening our Resistance

- Despite funding cuts, we redesign the Girls' Circle programme to ensure safe spaces for 15,000 girls for the long term.
- After years of campaigning the ban on pregnant girls attending school is overturned and The Radical Inclusion policy for schools, with us as advisors, is launched by the Government of Sierra Leone.
- With and For Girls in collaboration with Plan International co-create The Girls Fund, an experimental fund that resources girls' engagement in the Generation Equality Forum
- We publish milestone publications, 'The State of Out of School Girls in Sierra Leone' and 'Building Girls' Power'.
- Stories of Resistance documentation grants are developed to amplify stories of girls' resistance in Kenya and Tanzania.
- With and For Girls Fund moves resources to hundreds of groups across the world

2022 - Making History in Sierra Leone and beyond

- We resource girls organising on the frontlines of crisis in Gaza, Pakistan, Afghanistan and Ukraine
- WFG with support from the Disability Rights Fund launches 'Notre Lumiere', allocating resources to groups focused on disability rights.
- Mentors' Academy brings together the first 50 mentors in a week-long residential from our Girls' Circles Collectives and WFG programmes.
- We produce and host the 10th Africa Conference on Sexual Health and Rights in Sierra Leone, bringing together over 900 feminist activists, Governments, agencies, and collaborators from 41 countries culminating in the President of Sierra Leone backing a Safe Motherhood Bill, including a provision to legalise abortion.
- We double down on our commitment to end FGM in this lifetime, developing a strategic litigation approach to transform the legal landscape around the issue.
- We launch Sierra Leone's first Feminist Library along with a 12-week programme, Feminist Night School.
- We adopt a 4-day week and decolonised global pay-scale.
- We are now almost 50 folks in Sierra Leone, Botswana, South Africa, Rwanda, Occupied Palestine, Mexico and the U.K.

This timeline was compiled by Sian Lord-Baptiste, Chief of Media and Production, and Purposeful OG.

3. The Money Matters

In ways beautiful and banal, profoundly transformational and truly problematic, money cuts across and defines much of what we do at Purposeful, as it does in the world at large. Ultimately, we operate in a development and philanthropic ecosystem that is literally financed by all of the systemic inequalities we are working to overturn. In the everyday processes of organisation building this shows up in multiplicitous ways - from the low-level yet near constant anxiety that comes from single year project funding, to the racist undertones when it comes to risk and reporting, and a general sense of only-just-not-drowning in a choppy sea of the ever changing whims of Governments and Private Foundations. As we hold the possibilities and privileges of our role as a hub for girls and young feminist activists, visibilising the role of money is one important marker in the politicisation of this work.

When Crisis Strikes

Like almost every other organisation or collective doing this work of social change, we have experienced the profound reverberations of shifting donor priorities on multiple occasions. Two years ago, our largest funder made significant cuts to our grant, and after months of painful rebudgeting and reprioritising, we had to let some team members go. These were members of our Purposeful family - people whose children we knew, whom we loved and had invested in. These were some of our most difficult moments as leaders. Even with our shrunken budget, we put together the most generous packages we could - everyone had a minimum of six months' notice and all benefits paid in full. We worked with them to find other opportunities and wrote enthusiastic recommendations. We cried together when the news first broke, and somehow through it all, we ended up dancing together at farewell parties.

We are, none of us, immune to the whimsies of political agendas and wealthy elites. We prepare for the worst and we hope for the best. And we work towards a world where we no longer have to wait for others to fund our safety and dignity.

Purposeful in Numbers

Still, we have over these last five years, built a funding base that is so secure in its foundations that we are safe enough to speak out loud about money in this way. Because of our positionalities and privileges, our friendships and connections, through hard work and dogged determination, (and in truth a dose of sheer luck and good fortune) Purposeful is flourishing financially. We are taking time and care to name the link between money and our ability to support a range of progressive practices because we do not want to obscure why we are able to operate as we are, or create a sense that organisations without the same levels of resource access are somehow failing their people.

Cumulatively over 5 years:

Income: \$32m

Expenditure on:

Grantmaking and accompaniment: \$5.7m

Direct Girls Programmes: \$5.4m

Advocacy and Influencing: \$1.5m

Production, Media & Comms: \$0.7m

Operating costs (including indirect staffing): \$2.4m

Designated Endowment: \$15m

Fixed Assets: \$0.5m

These figures were compiled by Annemarieke Murthi, Director of Finance and Operations.

Decolonising our Payscale: our journey

Where we were

When we were ready to make our first hires in Sierra Leone in 2016, we simply contacted our friends in other NGOs in Sierra Leone and offered competitive rates benchmarked on what others were paying. As we began to build a team outside Sierra Leone, we offered more money, based on the prevailing markets in the country we were hiring. And just like that, with little thought we had adopted a colonised pay scale. All the while we were advocating for a decolonised global development system based on solidarity and love, we were reinforcing the same practices we critiqued. The truth is we did not have space and resources to interrogate what we had so easily adopted, because of the realities of that very system we were trying to overturn. As leaders we were completely unpaid for the first two years of scoping the organisation, and in the following two years after registration went without benefits or contracts, taking on extra consultancies to get by. Until recently we did not have *enough* money to interrogate this problematic practice - and we did not have enough of the *right kind* of money - the flexible, core resources that would mean we did not have to constantly justify overhead costs.

Where we are

On news of a major unrestricted gift, we opened up a conversation in the leadership team about what this could mean, and our salary scales were the very first thing we tackled. We discussed and debated, we explored scenarios and brainstormed

implications. We ran the numbers and we prepared a business case, and our board came along on the journey and embraced the vision. And so, over one week in September 2022 we moved to one unified and decolonised scale, where folks are paid according to role and not passport or location. Lives have been changed, and the organisation has too. No longer do we have to whisper about salary behind closed doors in hushed tones. And we move a little closer to living out loud with each other across oceans.

What have we learned?

- To always, always, question the basis of things.
- That reinforcing the status quo is so easy and building outside of it requires thought, care, and political clarity.
- That this shouldn't be for just the privileged few of us.
- That we need to advocate for systems change for all of us.

“We think that this is a political statement, that we are redistributing power rather than just increasing financial benefits for people...No matter how informed and educated and no matter how much knowledge we come with, we're always looked at as second-class citizens in comparison to other people from the global north, right? So you're paid according to where you're coming from. And you're valued and you're seen or you're condescended to or appreciated in relevance to where you come from. And for Purposeful to say that we're actually dismantling all of that, it meant a necessary conversation around the interesting power dynamics between different team members coming from different countries.”

- Sandie Hanna, Arab States Programme Officer, Occupied Palestine

Our First Funders: Towards a different kind of philanthropic ecosystem

Here, we share highlights from a dialogue between Rosa and Chernor - co-founders of Purposeful - and Jody Myrum and Dr. Ramatu Bangura - our first funders from the former Adolescent Girls Rights Initiative team at the NoVo Foundation. Over the last seven years, we have moved in relationship with each other in ways that push the boundaries of what it means to be in a funder role - as friends, colleagues and co-conspirators, as funders, advisers, consultants, board members and mentors. Through it all, showing what might be possible when we centre relationships of care, trust, and mutual accountability in our work to move money where it needs to go.

Reflecting with Our First Funders

- So much has happened in the 5 years of Purposeful and I mean you could like label each year like a different label for the kind of journey, right?
- All of it came together 7 or 8 years ago in those first conversations.
- *It was like, you* have a political project, and we'll all make a space for all of it.
- Trying to figure out what the politicising of the work was going to look like, and building in an analysis around that practice.
- And it was messy, right? It was allowed to be messy.
- Getting more political and being able to centre the politics more explicitly.
- I was very wary of king-making, queen-making in that space.
- A very, very different place that we have come since then.
- The resources gave us the space and permission to peel back the layers, from the programmatised to the political. And it took time, years.

- The funding that the NoVo Foundation gave was to be able to platform that approach.
- It's interesting now going back to those early memories...it feels like an unravelling of the work being NGO-ised and programmed to peeling back the layers.
- I do think it was important to name that it is possible for a private funder to be in a deep relationship with an organisation like Purposeful.
- It's really interesting to go back and think about our evolution... Just to think about who I was as a person in 2015. I mean, securities and abilities, confidence... together, in the journey that we've been on since that gamble, risk, you know, the dice.
- It's just an interesting role to be in as a funder in from the beginning, to like... see the possibility of particular people in a particular field to do something different.
- For there to be a symbiotic relationship without that being funder or agenda driven.
- I was really happy for you as a funder to be in Sierra Leone with us at the ACSHR conference. Because it did feel a little bit like our coming-out party to the world.
- You gave us our first funding, you gave us these resources to do this thing we could never have imagined and now I'm inviting you up on stage to address the president and 900 people from around the world in Freetown, a homecoming for us as well as for the organisation and the work.

4. Building an Organisation with Soul

As we reflect on this work of institution building, we are drawn again and again to the idea of building an organisation with soul, such a beautiful phrase borrowed from Hope and Rudo Chigudo. Read more about their concept on [this Strength and Solidarity page](#).

At the very heart of this organisation are the relationships that bind us together across space and time, from long car rides and nights around a pool table in the middle of nowhere, to the transatlantic movement of the latest fashions that have filled many a Purposeful suitcase - the deep commitment to shopping amongst a vibrant sub set of us filling our hearts and our wardrobes in equal measures. It is the shared food and the dancing. The uncanny ability so many of us share in sniffing out a dance floor in the unlikeliest of places. The breaking of bread and the sharing of rice. The plates around which we have gathered and laughed and cried and imagined good things, and battled it out and taken a break and been human beings with each other.

Perhaps above all it is our children. Our shared identities as mothers and fathers, parents and caregivers, grandmothers and aunties, (and sometimes the mothers of pets). It is the unquestioning welcome of our children into any space we hold - from the endless Zoom calls to the annual strategy sessions - it is the centering of our rights to reproductive justice, to maternal health. It is building towards a place of work where we can live our full soulful identities out loud.

What's Worked to Build our Soul

As much as we have codified the practices of human resource management, we also want to document the everyday practices we have formed together to build an organisation with soul, as a reminder to ourselves as we continue to build and shift and change, and in the hope that these serve as inspiration and offering to peers across the ecosystem.

'She is my sister and my sister is me'

Create space for folks to show up for each other and together, name that the organisation prioritises taking care of each other as much as productivity. Sometimes that means downing tools together to go to a funeral or to welcome a new baby. It means pausing a call to hold someone while they cry, or holding someone's baby while they run to a meeting. It means centering the fullness of each other's lives beyond the office and to make clear that this way of being with each other is prioritised.

'To break bread together is to share blood'

Create space to eat together, assign a budget for shared meals, have a central table for lunch in the office, create a deliberate shared break time each week. Understand that to break bread together is to share blood with each other. Remember there ain't no one who does anything well while they are hungry.

‘Never underestimate the power of the birthday cake’

Create practices and spaces of sacred celebration - where births and deaths are sacrosanct and milestones are marked. And always, always make sure there is budget for a birthday cake.

‘A feather in all of our caps’

Share each other's achievements, amplify each other's words, big each other up on WhatsApp on the daily - institutionalising everyday practices of congratulation and celebration of achievement builds a culture of collaboration not competition.

‘Turn the music up’

Find ways to centre practices of joy and laughter and plain old fun in your work. For us that means to dance and sing, and it's something we do systematically and deliberately as much as spontaneously.

Together in Feminist Friendship

- I've found solace, comfort, and joy with these women I work with – through the highs and lows. In so many ways, the friendships within this office save me.
- Our shared experience as feminist mothers urged us to form a bond to fight back on the impact of society's judgement of our existence and choices to be and raise our kids. I know I can count on my sisters for security, healing and truth.

- It's a beautiful thing to have sisters at work. There is so much peace and healing in knowing you can be open and vulnerable...and showered with immense love.
- We spend a lot of time on the road and doing the work we love. Being away from everything can be challenging and we've formed a strong friendship during these trips.
- The most beautiful part is we get to show the girls we interact with that such love and sisterhood are possible and needed!
- I'm never alone with these ladies. I can be vulnerable...and honestly, I feel like this has prevented me from burnout on so many occasions. This love, this care, this is it!
- Our friendship doesn't hinder our work, nor does it affect the fact that I'm her manager. *RESPECT* and *LOVE* are at the core. I know I can count on her to be 100% real with me all the time. If we are unhappy, we talk about it.
- Oh, the things we talk about! So exhilarating, with no boundaries. I love that I don't need to wait for a particular office friend. These are my people – it's an open community around here.
- I feel free here – to be curious, to experiment and to be free of judgment. I can't share half of what I share here with my other friends.
- Through our friendship and this work, we are building a prominent stage. We are both freaking awesome and can both be in the limelight!

Building Across Oceans

While Purposeful is headquartered in Sierra Leone, we have an ever-growing team based across the Continent, staff in Latin America and the Arab States, and a small

administrative office in the U.K. We are neither a fully remote team nor a fully office-based team - but somewhere in-between. Whilst the diversity of our locations brings a richness and depth to our work, it can also create challenges. For those of us based outside our main-hub it can feel a little lonely - like looking through a window at someone's party while you stand outside in the rain. The pictures of birthday cakes and baby showers and spontaneous Friday dance sessions can feel a little isolating, especially off the back of two years of pandemic and being shut in at home. Still, we are laying the groundwork for building transnational culture amongst our global team, from prioritising convening together to everyday practices of care and community building across the oceans. In this section, you can learn a little more about what that means for our folks based outside Sierra Leone.

What it feels like to work transnationally

- I'm in awe of the relationships and friendships that have been formed over computers and across timezones.
- The feminist grounding and ethos to the work has led us to be able to form relationships across borders with humility and compassion.
- I feel like we've managed to build a bit of a culture – 'I'm here for you.'
- When in-person teams experience moments of joy, we have to be intentional for those working remotely across the world.
- Respecting timezones but also not working into every evening to overlap with others in the team can be a sticking point and a challenge.
- When we'd navigated the hard part of understanding each other and our settings, it became fun and now I get such joy from the sisterhood of this global team.

- Having routine online check-ins means we don't need to go over every email chain. Plus using WhatsApp doesn't overstep boundaries with team members, it's actually made life easier.
- Growing and strengthening our planning through global shared calendars has built self-care into our planning.
- It's super helpful online to say, "I know now everyone will have something to say right now but feel free to email with ideas."
- Working with people all over the world in this way makes you think differently about what transformative solidarity can mean – we have to be creative in the ways we show up for one another.
- We have found a consistency for check-ins, meetings, convenings where I can really say what's happening on the ground in an absolutely safe space.
- Trying to cultivate distributive leadership around our work is really exciting for me where it's not hierarchical and things shift and are flexible.
- A really crucial piece for us is making space online for those of us who are quieter or who take longer to reflect – working on screen can sometimes feel rushed.
- How can we proactively build more space so that people work more on their own time, time zones and there isn't already the rush to respond?
- Power dynamics can be heightened cross-border in remote working if there isn't an awareness.
- Sometimes decisions have to happen quickly – we've evolved into a place of trust where we don't feel we've been left out if we're not in every discussion.

- It's taken time to move a grant-making model from Sierra Leone to a global model and we are still unpacking. The need to connect with in-person meetings to build understanding and friendship can't be lost.

We Can Do Better

As we name what it means to live our full and soulful identities out loud at work, we also sit with the truth that this is not always possible for all of our Purposeful sisters and siblings. As an organisation, we are at the beginnings of a journey to build a culture that is inclusive and politically grounded in queer liberation and disability justice; and a welcome, safe political home for our queer and disabled siblings. We have much to learn and much to do, and we are grateful for those willing to walk alongside us as we do it. Over the coming year, we will be embarking on an accompaniment process to learn and grow together, and will look forward to sharing this journey with our community.

Spotlight On: Our Values

This reflection piece was prepared by Melvina N'yillah Conton, Insights and Learning Fellow.

As a feminist organisation, Purposeful's work is guided by eight core values, which inform our organisational policies and practices and help us to show up as girls' allies and advocates, holding ground so that girls can step into their power. As we celebrate our fifth birthday, we reflected as individuals on what these values mean to us and the role they play in making us better allies to girls so that they can step into their collective power.

Joy as Resistance

“I think it’s really powerful to use joy as resistance because in this movement there’s a lot of emotions, lots of feelings that go into the work that we do and it is important to make sure that we’re very conscious of being joyful as we do the work.”

- Damaris Kyuu, Global Senior Management Accountant

“For a long time, women and girls have been taught to not be joyful in what they are doing and not to celebrate their wins. I feel like joy, celebrating and sharing joy is an act of resistance.... I think in a way it also helps you encourage the girls that they are supposed to celebrate their wins no matter how small the win is. I think that helps me to be a better ally.”

- Isha Abis Kamara, Production Fellow

Taking Bold Action

“As feminists, we understand that in order to reach an equal world, we have to push for things like radical rest, a four-day work week - we understand that rest is really important. Putting money in girls’ hands directly, it’s not normal. People frown at that, but that’s a bold action we take. All the research and reports that we’ve done show that putting money directly in the hands of girls actually changes their lives. With the radical inclusion policy, we took the bold action of standing up to say pregnant girls should be

allowed to go to school. Initially everybody said it was not going to happen but now there's a policy that says pregnant girls should be allowed to go to school. When we start our advocacy and messaging about a certain issue, some people think "these crazy people are here again" but then you actually see the change happen and you're part of making history."

- Kaata Minah, Advocacy Manager

"Unlike traditional funding, Purposeful's grantmaking process has been a courageous statement of saying we will resource girls differently. In a region where there's a long history of conflict, wars and militarisation, funders usually look at the region as too political and therefore it's one of the regions less preferred for funding. And whenever we had funding as activists and organisations, we were under constant pressure of thinking about the sustainability of the funding and what it means if the funding is cut off. Purposeful has been extraordinarily taking bold action because it saw the status quo is oppressing girls and their allies and it has been able to respond in efficient ways to the needs of girls and young people across the world in providing intentional decisions about collectivising power. I think that just centering trust at the heart of everything that we do in resourcing girls has been absolutely magnificent."

- Sandie Hanna, Arab States Programme Officer

Many Ways of Knowing

“There is no one way of acquiring data. I get information from different sources, I collect data in different ways. We observe, we listen, we interact, we have privileged conversations with the girls and they give us their perspectives. I am a better ally because I recognise that there are many ways of gathering data, all of which enable me to gain meaningful insights that help with decision-making, thus helping girls to live in safety and dignity.”

- Mary Lusenie, Data and Insights Manager

“Since joining Purposeful, I’ve seen other ways of designing, implementing and reporting that are not typically traditional. That constantly keeps me grounded - recognising that it doesn’t have to be business as usual. I am a better ally because I am aware that there are cultural, social, and economic differences that define us. So whenever I engage with girls, I constantly remind myself that they could be different from the girls that I know or from the girls I’ve interacted with or from the girl that I was. I don’t assume that what I know is the only way of knowing how to solve the issue that may exist. I also just recognise that people evolve, life changes and we are shaped by culture and all of the other circumstances surrounding our everyday lives.”

- Aminata Kamara, Senior Programme Manager

Centering Lived Expertise

“There’s no one size fits all in terms of development or feminism or just learning in general. I’ve learnt that as a young woman in Sierra Leone, we face several challenges and how we navigate these challenges, helps you interact with girls and become their ally. I work with these young women in safe spaces. We are not telling these girls what to do; they already know. We’re just supporting them to overcome some of these challenges. I’m currently leading on the Feminist Mentors’ Academy initiative and we actually co-created the curriculum with young women mentors themselves. We ask them, we involve them, we use their experiences as young women. They’re the experts - they’ve been living in these communities and even before Purposeful, they’ve been resisting in several ways - ways we don’t even know they’re resisting. Girls are the experts - they can channel their change if they’re given the opportunity.”

- Haja Umu Jalloh, Programme Manager

Cultivating Radical Imagination

“The idea of creating a world and remaking the world with and for girls is quite radical. As a young girl I lived in a world that did not really consider me and other girls like me - they didn’t consider our opinions, our passions, our education. So to have an organisation like Purposeful making girls and their lives a big part of what they’re doing, it’s really big imagination and I’m here for it.”

- Massah Bockarie, Executive Assistant

"I think that in re-imagining the kind of world that we want girls to grow into, which also involves imagining the type of world we as adult women want to live in in Sierra Leone, it really requires us to look beyond the realities of our now and into the possibilities of our future.

When we say we want to imagine or assist girls in creating a world in which they live in dignity and respect and possibilities, then that really means that as their allies sometimes we have to really craft what that is in our programming and in our advocacy strategy and be really deliberate about "Ok, this is not very popular right now. Taking this position might seem to be outside of the norm or outside of the pail but in order for the shared vision that we want, we're going to have to imagine this initiative, this possibility, this Wati Kura (we're talking about FGM). We're going to have to be deliberate about building coalitions and movements with allies, both those who share our feminist values and those who don't, in order to ensure that we have sexual and reproductive health and rights that benefit all girls and women."

- Nicky Spencer-Coker, Head of Advocacy and Movement Building

Power in Diversity

"I'm really people-focused so my whole being is around people's experience, people's care. That crosses over to solidarity in sisterhood and joy as

resistance because what we're doing and what we've been trying to do in the last five years is cultivate a feminist organisation that is really grounded in valuing people's inclusion and celebrating diversity, difference and inclusion at all levels of the organisation. I think there's many ways that we do this in our work. We model it in ourselves and our team; how we want to be in the world, how we want our partners to be in the world, how we want our girls to be in the world. I think that being aware of power dynamics and creating space for others to lead, other people's opinions, other people's voices, other people's views really ensures that you're creating an organisation which is based on equality as opposed to an organisation that is based on power structures and power dynamics, and that is when you just get the most amazing and passionate projects and ideas and environment to work in.

- Sian Lord-Baptiste, Chief of Media and Production"

Rooted in Sisterhood and Solidarity

"In Purposeful, being rooted in sisterhood is visible among colleagues. It shows up in how we do work on a normal basis; we support each other, we're sisters, we're family. If one of us is having a challenge, you see how supportive everyone is. You get to feel the solidarity in the space that we're working in and I feel like me being in this space where I get to experience sisterhood and solidarity amongst wonderful and powerful women, helps me to be that ally for girls in the community."

“It also shows up in our work with girls and mentors - they work together as one, and support each other through difficult situations and to fight against the systems of oppression in their communities. We give mentors stipends and refreshments without telling them what to do with the money. We see that some groups decided to use the money to start up a business and this business has created so much joy and unity amongst themselves.”

- Mary J.B. Kamara, Programme Coordinator

Just like its people, the Purposeful values are constantly evolving. But one thing is clear; they are all interconnected and every single one is vital to the way we work, the way we interact with each other and how we operate as an organisation. It is imperative that we continue thinking and having conversations about our core values and how they show up in our work, both individually and collectively. Learning and living the Purposeful values is a journey, and we will continue to support each other along the way, while remaking the world with and for girls.

5. Parenting While Powering Purposeful

From our very earliest days, parenting has been encoded in our DNA at Purposeful. Our co-founders launched Purposeful while one was pregnant and the other had a tiny newborn. We navigated our first funding crisis with one holding a baby and the other writing strategy on scraps of paper while vomiting into the kitchen sink (morning sickness, if you know you know). When Josephine Kamara joined as our first official hire, she was pregnant and assumed we'd redact the offer when we found out. Her daughter Jez - almost 5, just like us - is now off to join her to study for

a Masters in the U.K. as the recipient of our first ever Purposeful Staff Scholarship award. Our third hire, Aminata Kamara, was so pregnant there was no hiding it. It took weeks of convincing to reassure that yes, she really could access paid maternity leave from day one of her contract. We have always known our identities as parents to be central to our feminist lives and our feminist struggles. That to parents is both profoundly political and essentially human. And so if we were to build an organisation rooted in our politics and truly responsive to our humanities, our children would need to be front and centre.

Below are some excerpts from a conversation facilitated by Yeiwah, with folks who have had babies whilst working at Purposeful these last five years - including Aminata, Purity, Josephine, Kaata, Affia, Boi, Rosa and Chernor.

- I've been used to jobs where you're pregnant and no longer useful, but it was actually celebrated. At 9 months I was given paid maternity leave.
- They were concerned about my antenatal visits, about the food I ate, how I was feeling – not just about my productivity.
- Purposeful paid for the bill of my child's operation when I didn't have the insurance to cover it.
- I'm really grateful to become a mum with all of you and we get to be open with each other and name the hard bits and think about how we can bring some of that spirit into the future.
- Our understandings of solidarity and justice and our investment in girlhood comes in so many ways from our parenthood.

- I had never worked in a feminist organisation before and had felt that having a baby was in direct conflict with my career.
- I lived the parental policy out loud with 9 months maternity and it was terrifying but the most humbling thing I've ever done. That's what it means to be in collective responsibility in an organisation based on trust.
- Our parental policy was the first time we really looked into the face of what it meant to be a feminist organisation.
- As co-founders we've always thought that decisions should be made by bringing the whole organisation on board because we're all at different stages in our lives and our own feminism.
- I started my job heavily pregnant and Purposeful paid for 4 months maternity leave. It was such a blessing and everything I could ever ask of a workplace.
- For a long time, I tied my value to what I could produce. As a woman working in this field, it feels like you can't take a break. But I saw that people cared about me beyond a contract.
- I remember initial meetings with Rosa being very pregnant and me with my very young baby basically throwing up constantly. My baby would throw up on Rosa, and Rosa would just throw up right back at the baby.
- As much as we all want the Purposeful values to be the norm, they just aren't. The norms were offensive to me – my wife got 10 days paid maternity in her organisation!
- My friends laughed when I said I was taking 6-months parental leave. "What? You're the man, why?" It's a real joy and a real learning being a feminist man and working for an organisation where it's not even a question.

Spotlight on: Parental Leave

For us, this commitment starts where the story starts, with pregnancy, birthing, mothering, fathering...those early days and weeks and months of parenting. Indeed, the very first policy we wrote was our parental policy, driven as most things were in those days by a pressing need. In our earliest days, we offered 12 weeks paid leave, soon turning to 16 weeks. There was push and pull about this offering, debate amongst the leadership team about what we could reasonably offer in the days when every dollar mattered. In truth, some of this tension fell along generational lines, with older folks amongst us resistant to a more expansive offering, they themselves having borne the brunt of what we can now name as anti-feminist maternity practices, but which for their time were simply the norm. After a slow and steady campaign, we developed a new parental policy that better aligns with our values and our lived realities, shared here in a nutshell.

Six months full paid leave for parents of any gender, including those adopting.
Additional six months unpaid leave as requested. Because we see parental leave as a right and not an earned privilege, paid parental leave is available from the first day of employment.

Note: Parental leave policy exceeds the legal minimum standard in the territories in which we are registered.

Spotlight on: Reproductive Justice

To centre a justice approach to parenting is also to name - and codify that naming - our rights to choose *if* we become parents at all. It is to name this most basic of

human rights as complex and contested in the places we each live. And it is to name the loss of miscarriage and the silent pain of infertility. It is to make provision for all of these realities in our policies but also our everyday practices, in the ways we show up and care for each other, as well as the way the organisation resources our needs.

- Financial and logistical support for termination of pregnancy for staff in territories where abortion is criminalised and/or access is limited.
- Two weeks abortion leave as standard, longer as needed.
- Two weeks miscarriage leave as standard, longer as needed.
- Flexible time off for those engaged in fertility treatment.

“When I was having hormone treatment, I had to go to the doctor at all sorts of times in the day. Knowing I could just take the Purposeful car to get from the office to the clinic and back again, that’s what a feminist organisation looks like to me.”

- Programme Manager, Purposeful

Spotlight on: Our Children Taking Up Space

We try to normalise WhatsApp messages that read “kids sick, not in today” or “someone screaming in the background, going on mute”. Indeed, the dulcet tones of Cocomelon have accompanied many a Zoom call over the years. And in our physical hub in Sierra Leone, our children have not only been welcome, but part of the fabric of our everyday working lives. This means carving out space and spirit to hold our children when we need it most - when childcare falls apart, when the realities of

single parenthood bite, when we're working through the night to pull off the country's biggest ever conference, or when they just want to come past and say hi.

"I bring the girls to the office when my childcare plans fail or we have an impromptu appointment. My girls see a bunch of women bonding, brainstorming, laughing, playing, eating and loving on them in the workspace."

Kaata Minah, Advocacy Manager, Sierra Leone

#TakeYourDaughterToWorkDaySL

An annual event that gives girls in Sierra Leone a glimpse into the working world of their parents or caregivers, supporting their imagination and cultivating their feminist thinking on leadership and career opportunities. At Purposeful, where 95% of employees and the leadership are feminist women, the experience will be an interactive learning session for girls to ask questions that matter to them, participate in hands-on activities and spend time shadowing their parents and other staff.

6. Learning and Growing Together

If we are anything we are a learning organisation. We say that first in the most expansive sense, because we are learning what it means to build a feminist organisation as we build it, learning what it means to lead together through the very act of leading together. So much of what we are doing together we are doing for the first time - as individuals and in collective - and that is scary and exhilarating and

exhausting and life affirming all in equal measures. Most fundamentally - and to adapt the phrase from bell hooks, because who could speak to this subject without her - we see learning as the practice of liberation. Learning sits at the core of what it means to practice as feminists. It is both our duty as elders and our privilege as daughters. Learning for us means holding space together to ask why things are the way they are, then imagining together how things might be different. It means Radical Reading together every month, where we take a key feminist text and analyse it together. It means holding doors open to learning opportunities for our community, knowing how these opportunities are too often the purview of the elite. It means surrounding ourselves and our people with books, including building Freetown's first Feminist Library. It means sharing articles and quotes and holding space to build a culture of reading in the organisation. It means, in the words of one of our favourite feminist aunties, Francoise Moudouthe at the ACSHR in Freetown this year, *'always seeing ourselves as baby feminists'*.

Spotlight on the Purposeful Fellowship

Every year for the last three years, we have welcomed at least five outstanding young activists to join Purposeful for a six-month paid fellowship. Many of our fellows join us from university, but we also make space for those who have not had the chance to access higher education. We see this initiative as a central contribution to our work to build a feminist ecosystem in Sierra Leone, as well as a direct pipeline for recruitment in the organisation. Many of the young women who joined us as fellows are now staff members leading initiatives across Purposeful - from finance to grantmaking to programmes. Explore some of their reflections through this dialogue

facilitated by former fellow and Programme Coordinator. Mary J. B. Kamara, and in [this blog post](#).

What does being a Purposeful fellow mean to you?

- Through radical reading I am learning about feminist values and movement building: I'll carry this wherever I go.
- I'd never seen anything like a Fellowship before. The experience has been life-changing.
- I have learned to have so much confidence in myself and not to feel like if I ask a question I will be shamed. I will use my experience to motivate girls and let them know they have power.
- The space is peaceful, no one is judging me, and people are supportive. Even though I am pregnant they still give me the opportunity to work and earn.
- A priceless learning experience and with every passing week, I see myself reaching new heights both personally and professionally.
- Everyone is a team just trying to build your spirit. I honestly look forward to coming to work every day!
- It's been like coming home, truly. The other day, we were having a conversation about sex and pleasure, and I looked at each of these women and thought, "This is not a 'normal' thing" – I'm grateful for the space and all the Purposeful women.
- The most important thing about this Fellowship is holding spaces for other women. I will never forget that and to be myself unapologetically wherever I am and in whichever workspace I find myself.

- This has been the beginning of my professional journey, with the space to put my theoretical knowledge into practice. I've been able to actualise my dream and do more than I ever imagined.
- The things I have learned I'll be able to teach my own daughter and build her self-confidence.
- When I came I could barely speak in public and now I'm presenter on the radio, facilitate trainings, and lead meetings.
- Coming out of college with little or no practical experience, becoming a Fellow was the best decision I ever made to bring out my strengths and challenge me.
- Through Purposeful I have gone on to the Mandela Washington Fellowship and now doing a Masters. I am growing to higher heights!
- I have been able to practice personal values & boundaries, I have been able to outgrow my old self and validate all the skills I ever claimed to have.
- As a teenage mum and final year student in university, I recognise the desperate need for mentors in the lives of girls. Getting the space to unlearn and learn, to not be discriminated against, find sisterhood and a family has been excellent.

Spotlight on: Feminist Night School

One of our most solemn duties as feminist activists is holding space so that others in our community have the chance to connect with the theories and practices of liberation that have transformed our own lives. As a team, we are doubling down on this commitment through Feminist Night School, holding space for a cohort of activists and advocates from community-based organisations to explore key feminist

texts, analyse the conditions of girls' and womens' marginalisation and oppression, and connect their challenges with herstories of justice organising through the ages. Night School is anchored by the inimitable Dr Aisha Fofanah.

"I like to refer to myself as a budding feminist and activist. To be honest, this is partly because I don't know where to even start. I believe a space like this would help in a journey as feminist."

- Maseray Juawh Conteh, Feminist Night School Participant

"I have been awakened. I have a conviction. I have been swept away in this knowing-ness, in anger at the status quo and in a longing to destroy the patriarchy. But this work goes beyond emotionalism and self-righteousness. I want to learn how to build lasting structures and the machinery that creates and fuels revolutions. Teach me how my every action can be Purposeful."

- Adeola Carew, Feminist Night School Participant

Radical Reading and the Freetown Feminist Library

To access the wisdom of our foremothers is to connect us with all of the possibilities of this world. It is to remind us that we stand on the shoulders of many; it is to crack-open our hearts and let new ideas in. But the practices of reading for freedom are new to some of us, and in the places where many reside even finding access to books of these sorts is often impossible. That's why every month we (try) to hold space to explore a key liberatory text, unpack the theory and connect to the

everyday practice of our work. And we're going further. In our newly built office in Sierra Leone we're opening the country's first ever feminist library, with space to house 1,500 books - a most special housewarming gift to ourselves and an offering to our community.

Scholarships and Study Leave

Study Leave

After two years in the organisation, staff are entitled to a \$5,000 contribution to postgraduate study plus the guarantee of a job after graduation. Staff are not obliged to return to their post and will only be asked to return the contribution if they move into a role in the private sector.

Purposeful Post-graduate Study Award

Launched in 2022 as our first act after a major financial gift, the inaugural award offers a full scholarship to a staff member who has been with Purposeful for at least four years. The Award includes fees and subsistence costs as well as other substantive and technical support from Purposeful. Our intention is to offer the Award every two years. To get a flavour of what the scholarship has meant for our first recipient, have a read of Josephine's LinkedIn post below.

LinkedIn post by Josephine Kamara, Girls' Rights Advocate and Communications Professional in Sierra Leone:

I woke up to many congratulatory messages – you people want to blow off my phone. I get the love, the warmth, the “we are rooting for you” – I feel all of it. I am appreciative of the way things continue to manifest, how

everything is falling in place, how the things I prayed for 5yrs ago are becoming my reality, how I have waited, put in the work, listened, taken corrections, gain experience, be mentored and defined myself outside the spectacles of others and through it all, I have grown and become my own WOMAN.

The highlight of what I am sharing today is how thankful I am for trusting my gut to have taken the leap that landed me at Purposeful exactly 5Yrs ago.

The decision to join this very RADICAL FEMINIST organisation was difficult as it was just starting up – I was 24, very pregnant, and I left my job at the Environment Protection Agency to step into this new role. I thought I was starting a job, but I found a movement, a school, a political home, and everything I had questioned in life began to make sense.

Today this organisation is making a bold investment, an all-expense coverage for my Postgraduate study – I call this a wise investment into the future of the girls and feminist movement in Sierra Leone and Africa.

It's tempting to say it's all of my hard work, but this, too, is GRACE – this is my ancestors' wildest dream – this too, is my sisters' wishes, this is the magic of Chernor Bah and the feminist high priestess @Rosa Bransky.

Just within a period of 2yrs, I got accepted into all of my dream universities – NYU, Aberdeen, Goldsmiths and Sussex. I chose the one rated No.1 in development studies with one of the world's leading centres for research.

I am going to the IDS at the University of Sussex for MA in Power, Participation and Social Change, and after, I am coming for everything they

denied my mother, her mother, her mother's mother and the mothers before them.

I am coming for all of it!

*Hashtags: #WeArePurposeful #school #university #work #experience
#development #power #participation #socialchange*

7. Building a Culture of Care

As leaders with the power to shift practice and culture, if we read Audre Lorde without letting her politics guide our practice, we are only ever reinforcing the status quo. And so, as we have continued to build Purposeful these five years, we have become braver and bolder with practices of care, and especially practices of rest. And we have been emboldened by those feminist organisations around us who we are privileged to learn from every day. When Frida - The Young Feminist Fund began to share their approach to rest, we were inspired to adopt our own 'radical rest' policies - which have since become a foundational part of our care culture. In turn, we began sharing our own approach too, visibilising this practice in Sierra Leone in a context where a conversation about progressive worker policies is almost entirely absent. This year, one small national non-profit also began a practice of Radical Rest, in turn prompting a broader conversation about what it means to build a feminist organisation. This is what it means to be in community with each other as justice organisations, and this is the prompt for this offering.

Spotlight on: Radical Rest

Three times a year, in April, August and December, we close our offices for a week for collective pause and regroup. Whilst we have always offered annual leave as part of our employment terms, there is nothing quite like the feeling of downing tools together - the silence of the inbox, the communal exhale, and the collective sense of energy we feel when we return rested together, ready to take on the world.

Spotlight on: Four-Day Week

After years of discussion and debating, of reading the evidence and watching others take up the practice, we began operating as a four-day week organisation. The premise is simple - same salary, same benefits, same hours the rest of the week, we just don't work on Fridays. How's it going? We're not quite sure yet! Is it revolutionising our lives? Potentially. Is it allowing us all to breathe a little more? Definitely.

Spotlight on: Collective Care Adviser

In 2020, we hired a collective care adviser to provide individual and team counselling and wellness support to our team, and to help facilitate a culture of wellness and care in Sierra Leone. We also took the offering out to the ecosystem and launched our Feminist Wellness Initiative for partners working to end sexual violence in Sierra Leone. After sparking first of its kind work in Sierra Leone, Dr. Carol Labor recently became the first ever Presidential-appointed Mental Health Advisor in the country and is working to build a wellness infrastructure in the Ministry of Health.

Spotlight on: What's Working to Build Cultures of Care

Daily acts of self and collective include treating ourselves and others with love, care and compassion.

We're so inspired by this quote from colleagues at GBV Prevention Networks. When all is said and done, it is the daily acts of care and compassion, rather than the policies alone, that create a place where people are most likely to be seen and held at work.

8. This Is For All Of Us

By centering our full and soulful identities in an ecosystem that has dehumanised and reduced so many of us, we are engaged in processes of political action that begin to re-shape the space around us. When we live out loud at work - when we throw the windows open - we let in the profound possibility of building work where girls can live out loud too.

For the girls we walk alongside, this means holding space where they too can dance and laugh and sing - and do it while holding their babies. Where their identities as mothers are not sidelined or pushed out, but held as core to who they are and what they need in this world, even as we work with them to build for possibilities beyond their identities as mothers.

Just as we have done with each other, it means naming their rights to access contraception and it means accompanying them as they demand those rights loudly.

It means supporting their autonomous organising - as they move in sisterhood and solidarity with each to access what they need to live in their full humanity.

And it means beginning the urgent and necessary task of analysing together what it means to hold these social roles, and what it means to make choices about our own lives and bodies. What it means to say yes and to say no and to say both of these things out loud. To centre our identities - reproductive, social, sexual - in the very ways we are building the organisation is an act of political defiance and it is central to what it means to model a new kind of world as we walk with girls.

When all is said, we acknowledge the depth of the privilege we hold that allows us to build an organisation in this way. While so much of what we name in our policies - and which we share with you here - should be the basis of a set of basic worker rights - unfortunately they are still outliers in much of the world of work. The reality is that many of these practices have been in our minds and our hearts since we founded Purposeful, but have only become possible because of our funding base, and have meant that we are able to take bold bets as we strengthen Purposeful. One of the responsibilities that comes with this privilege is to visibilise the practices that we are able to prioritise in the hope that they influence other funders, and to provide a live example for other groups like us to influence internally with their own boards, and externally with their own stakeholders.

We hope this short offering has been useful, thought provoking, and maybe a little inspiring. We wrote it for all of us - a love letter of sorts, a glimmer of hope at a moment when the world feels so dark, even to the most hardened of us. A little

slither of light, like the newest of moons, full of promise for all she is about to become.

Acknowledgements

Authors: Rosa Bransky and Chernor Bah with with Annemarieke Murthi,
Purity Kagwiria, Sian Lord-Baptiste

Contributors:

Our Values: Melvina N'yillah Conton

Funders Dialogue: Chernor Bah and Rosa Bransky with Jody Myrum
and Dr. Ramatu Bangura

Friendship Dialogue: Nadia Assad with Aminata Kamara, Isha Morgan Conteh,
Josephine Kamara, Kaata Minah, Mary J B Kamara, Umu Jalloh, Victoria Ballah,
Yatiana Conteh

Transnational Team Dialogue: Liesel Bakker with Aminata Kamara, Emma Mulhern,
Isha Morgan Conteh, Purity Kagwiria, Sandie Hanna, Tana Forrest

Parenting Dialogue: Yeiwah Kaindaneh with Affia Bertin, Aminata Kamara,
Boikanyo Mudungwa, Chernor Bah, Josephine Kamara, Kaata Minah, Rosa Bransky

Fellows Dialogue: Mary J B Kamara with Abigail Agyemang, Donalda Sitta Jusu,
Fatmata Alghali, Isha Abbis Kamara, Kadija Martha Harding, Kadijatu Leigh,
Maureen Jugu Lawson, Melvina N'yillah Conton, Nyangah Rogers-Wright,
Victoria Ballah

Editor: Erin Barnes

Design: Alike Design