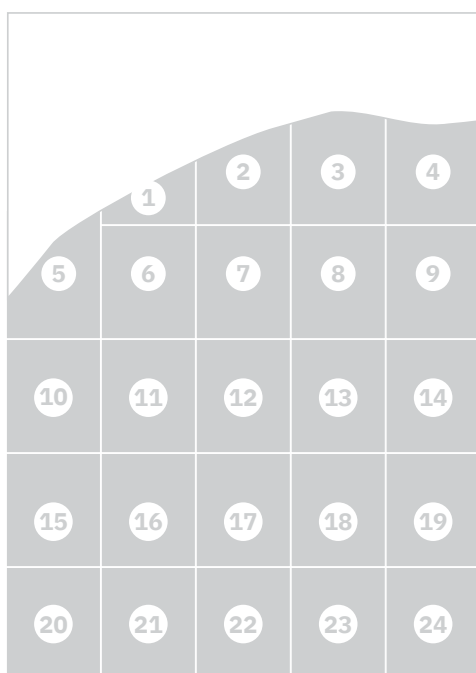


SIERRA LEONE
COUNTRY STRATEGIC PLAN
2024–2026

CONCERN
worldwide

ENDING
EXTREME POVERTY
WHATEVER
IT TAKES





COVER IMAGES:

All photographs, unless otherwise stated were taken by Kieran McConville/Concern Worldwide

1. Francis Conteh with his milling machine at Yonkibor.
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11. Florence Kanu, a participant in the Concern-run EAGER programme in Freetown, which was designed to support out-of-school girls.
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22. Aminata Bangura, a participant in the Concern-run EAGER programme in Freetown, which was designed to support out-of-school girls. She now runs her own retail business.
23. Isatu Koroma is an influencer in her community of Bonka Babay. She uses her status as an elder to persuade neighbours to avail of formal health facilities, rather than traditional healers.
24. Mother-to-be, Safinatu Kamara, with her aunt and grandmother at the family home in Mambolo. The health centre that Safinatu is attending for her pregnancy, is supported by Concern. Photo: Darren Vaughan/Concern Worldwide.

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Zainab Kargbo at her farm plot on a rehabilitated swamp near her home in Magborkorr, Sierra Leone.

Photo: Kieran McConville/
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Executive Summary

Concern Sierra Leone's Country Strategic Plan for 2024 to 2026 has the overall objective to **improve the resilience and well-being of communities most affected by climate change, hunger and health inequality by tackling the multi-dimensional nature of extreme poverty**. The plan centres on **innovative and sustainable development** that builds the resilience of the farthest behind, underpinned by **equitable partnerships, localisation and system strengthening** and **evidence-based advocacy** that influences policy and practice as well as ensuring our **systems are effective, efficient, inclusive and people-centred**. Current operations are in Western Area Urban, Tonkolili, Port Loko, and Kambia and through partners in Kenema, Kono, Moyamba and Bombali. During the course of this plan there are ambitions to expand into Western Area Rural as a priority and Falaba and Karene if funding permits. The strategy focuses on vulnerable populations including children under five, pregnant and lactating women, adolescent girls (especially regarding sexual and reproductive health), out-of-school adolescents, people with disabilities, and rural smallholder farmers. Emphasis is placed on gender-transformative approaches, system strengthening across sectors, and embedding fundamental programme approaches as well as enhancing preparedness and response to emergencies. The strategy commits to improved knowledge capitalization, systematic evidence-based and community-led advocacy, active participation in networks, and enhanced communication materials to influence policies and maintain funding. The plan aims to develop and monitor a partnership strategy involving government, private sector, and civil society, focusing on mutual capacity strengthening, equitable collaboration, increased funding to local partners, and long-term strategic partnerships. Finally, the plans aims to strengthen operations includes enhancing collaboration, diversity, staff well-being, mental health support, environmental sustainability and improving efficiency through digitization and standardized processes.

Introduction

The optimism that hunger and poverty can be eliminated has suffered a major setback globally in recent years due to the challenges of climate change, the effects of conflict and war, the lasting economic impacts of COVID-19 and increasing global uncertainty and instability. For the first time in 20 years, the absolute numbers in poverty and hunger globally have sharply increased.

Sierra Leone is a Least Developed Country (LDC) bordered by Guinea, Liberia and the Atlantic Ocean. It has a population of approximately nine million and in the latest Human Development Index Report (2023 to 2024) was ranked 184 out of 193 countries. Access to health care remains a challenge in the country due to distance, inadequate health workforce and poor infrastructure. Consequently, communicable diseases continue putting a strain on the health care system in Sierra Leone with malaria being the leading cause of mortality at 25%. Other contributors to disease burden include maternal and child health with maternal mortality at 443 per 100,000 live births which is still one of the highest maternal mortality ratios in the world. Neonatal mortality has reduced significantly to 31 per 1000 live births although the country is yet to meet the Sustainable Development Goals (SDG) target of 12 deaths per 1000 live births. While government has progressively put focus on health and increased allocations, there is still need for more investments to strengthen the health care system for better health outcomes and our country program will need to be responsive to this.

Sierra Leone experiences a high frequency of what could be considered on a national scale as low impact disasters, however their impact on a household and community (especially already vulnerable communities) can be devastating with loss of life, livelihood and long-term disability affecting multiple generations and halting development and graduation out of poverty. The country is ranked by the ND-GAIN (2022) as the tenth most climate vulnerable country in the world, showing an increasing vulnerability since 2019.

Flooding, particularly in the capital Freetown, is due to rapid and unplanned urban expansion, poor drainage systems and inadequate waste management.



Previous flooding has resulted in loss of lives, assets, property, and livelihoods, increased health vulnerabilities due to sewage overflow and contamination of water sources and increased the use of negative coping mechanisms to recover. During the heavy rains from July to September, localised flooding affects thousands of families in different parts of the country with a particular impact in Freetown among hillside and coastal informal settlements and urban communities.

During the period of 2021 to 2023 funding to INGOs increased as a result of responses to the COVID-19 pandemic both globally and in Sierra Leone. However there has been a significant drop since then and in Sierra Leone a large number of donors are moving towards only bilateral funding of the government or UN agencies (with limited downstream funding) including World Bank and GAVI.

Concern Worldwide has been working in Sierra Leone since 1996, when we commenced our operations in emergency response. Based on needs, this evolved over time into development activities across the sectors of Health (including WASH), Livelihoods and Climate, while still maintaining our response to emergencies, with all sectors being underpinned by gender and equality, protection and disaster risk reduction. Concern currently operates directly in four Districts (Western Area Urban (WAU), Tonkolili, Kambia and Port Loko) and through partners in Kenema, Kono, Moyamba and Bombali. Our programmes and operations are supported through a head office in Freetown (WAU) and field offices in Mile 91 (Tonkolili) and Port Loko. In 2024 Concern Sierra Leone had an annual budget of €5.7 million with a staff of 161 people (29% female), including nine international staff and five local partners.

Our Identity



Concern Worldwide is a nongovernmental, international, humanitarian organisation dedicated to the reduction of suffering and working towards the ultimate elimination of extreme poverty in the world's poorest countries.

Our Vision



Is a world where no-one lives in poverty, fear or oppression; where all have access to a decent standard of living and the opportunities and choices essential to a long, healthy and creative life; a world where everyone is treated with dignity and respect.

Our Mission



Is to help people living in extreme poverty achieve major improvements in their lives, which last and spread without ongoing support from Concern. To achieve this mission we engage in long-term development work, build resilience, respond to emergencies and seek to address the root causes of poverty through our development education and advocacy work.

Our Values



We focus on extreme poverty:

We are driven by a clear focus on eliminating poverty in the most vulnerable places and responding to humanitarian crises.

We believe in equality:

People are equal in rights and must be treated with respect and dignity.

We listen:

Listening and partnership are key to empowering the poorest and most vulnerable to transform their own lives.

We respond rapidly:

People affected by disasters are entitled to have their most basic needs met through rapid, effective, and principled responses.

We are courageous:

Taking necessary risks, balanced with sound judgement, allows us to work in the most challenging contexts.

We are committed:

Going the extra mile to support communities in times of need and in the face of very difficult operating environments.

We are innovative:

Finding effective solutions requires innovative thinking combined with a pragmatic approach.

We are accountable:

Accountability and transparency are central to all of our actions and use of resources.

External Context

Despite overcoming 11 years of civil war (1991 to 2002) and the world's largest Ebola epidemic (2014), Sierra Leone remains one of the poorest countries in the world, ranked 184 out of 193 countries in 2023 to 2024 Human Development Index, with an estimated 59% of the population classed as multi-dimensionally poor¹. Poverty rates in rural areas (74%) are more than double those in urban areas (35%), with rural households highly dependent on subsistence agriculture. In 2024, Sierra Leone continues to struggle with a weak economy, high vulnerability to climate change, and poor access to, and quality of, basic services. While the hyper-inflation of 2023 has stabilised somewhat, the annual national consumer price inflation for July 2024 is still high², which together with poor agricultural production, and high reliance on food imports, continues to increase food insecurity. Sierra Leone has a per capita gross domestic product of US\$476, placing it among the lowest income countries³. Despite seeing emphasis in recent government policies (e.g. the enactment of the Gender Equality and Women's Empowerment Act of 2022), gender inequalities and Gender-based Violence (GBV) remain high, with Sierra Leone ranked 162 out of 191 countries on the 2022 Gender Inequality Index. Survivors of GBV face barriers to effective health, legal, psychosocial and other support. Prevailing gender and social norms limit opportunities for women and girls, impact their health and well-being and perpetuate gender-based violence (GBV) and harmful practices.

1. Multidimensional Poverty Index (MPI) for Sierra Leone 2019

2. Consumer Price Index Press Release, July 2024, Statistics Sierra Leone

3. <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=SL>

A meeting of Majehun Village Savings and Loans Association (VSLA) in Tonkolili.

Photo: Kieran McConville/
Concern Worldwide



While relatively politically stable over the past few years, tensions remain between the ruling party and main opposition party, and youth can be easily mobilised due to a weak economy and high unemployment, which brings many youth to urban centres. Sierra Leone has a young population with approximately 80% below 35 years and 33% of the close to nine million aged 10 to 24 years⁴.

Table 1: Core National Level Indicators

	2020 (OR CLOSEST)	2024 (OR CLOSEST)
Human Development Index (Score / Rank)	179 (out of 188)	184 (out of 193)
Global Hunger Index	Score: 30.9 117 (out of 119)	Score 31.3 116 (out of 125)
Ease of Doing Business (Rank)	148 (out of 190)	163 (out of 190)
Gender Inequality Index (Rank)	151 (out of 158)	162 (out of 191)
Environmental Performance Index	155 (out of 180)	125 (out of 180)
Rule of Law (WGI)	23 rd percentile	
Control of Corruption	32 nd percentile	

Source: UNDP (2016) Human Development Report 2016: Human Development for Everyone; IFPRI, Concern Worldwide and Welthungerhilfe (2023) Global Hunger Index; World Bank (2017) Doing Business 2017: Equal Opportunity for All; HDI: GII 2022; Yale Center for Environmental Law and Policy (2024) Environmental Performance Index; World Bank, World Governance Indicators <https://www.worldbank.org/en/publication/worldwide-governance-indicators>

4. UNFPA

Food insecurity

Food and nutrition insecurity continues to increase, with Sierra Leone significantly impacted by the global food crisis, the country's challenging macroeconomic conditions, and the effects of climate change negatively affecting food production⁵. The 2023 GHI ranked Sierra Leone 116 out of 125 countries and with a score of 31.3 it falls in the 'Serious Category' – a worsening picture from 2020 (30.9) and 2019 (30.4). The March 2024 Cadre Harmonisé reports 1,088,115 people (14% of the population measured) in crisis (IPC Phase 3) and 16,474 in (0.2% of population measured) in emergency (IPC Phase 4). Similarity according to the World Food Programme (WFP) last bi-annual post-harvest Food Security Monitoring System (FSMS) assessment (February 2024), 82% of Sierra Leoneans are food insecure compared to the 80% from the same period in 2023. Children's diets are particularly at risk, with evidence suggesting that fewer children now than in 2013 have access to 'minimum dietary. With the increasingly evident impact of climate change, it is likely that this deterioration in food security will continue in the coming years. Concern Sierra Leone's food security work aligns well with the pillars of the government's priority strategy – 'Feed Salone' – representing an opportunity for further programming in this area. Feed Salone aims to boost agriculture productivity to fuel inclusive growth, increase access and availability of locally produced nutrient dense and safe foods, reduce dependence on food imports, reduce hunger, increase export earnings, create jobs, prioritise private sector-driven growth and build resilient food systems. Sierra Leone ranks in the top 10% of countries vulnerable to climate change despite having contributed just 0.003% of global carbon dioxide emissions since 1950. Sierra Leone is susceptible to climate change effects including: increasing temperatures, variable and intensified precipitation, sea level rise and more frequent and intense floods, droughts and extreme weather events that threaten livelihoods, health and ecosystems. A key learning from our very successful long-term food security programme (LANN) is the importance of an integrated approach as increased food security does not always lead to positive nutritional outcomes especially for women and children if food consumption, allocation, gender issues and WASH aspects are not equally considered.

Health

In Sierra Leone, the burden of disease is primarily communicable disease, with deaths due to malaria (25%), hypertension (9%), and maternal causes (9%). In outpatients, the main conditions are tuberculosis, human immunodeficiency virus, hepatitis, hypertension, and diabetes. Despite recent improvements through health investments Sierra Leone remains amongst the countries with the highest maternal⁷ and neonatal mortality⁸ rates worldwide with the main causes of maternal deaths due to haemorrhage, anaemia, and maternal undernutrition while the main causes of neonatal mortality are birth asphyxia and trauma. Early age pregnancy is a challenge across Sierra Leone, with heightened risks of morbidity and mortality. Adolescent birth rates are high (102 per 1,000 girls ages 15 to 19 years) and the percentage of adolescents who have begun childbearing rises from 4% at age 15 to 45% by

5. <https://www.wfp.org/publications/food-security-monitoring-system-report-wfp-sierra-leone-country-office-february-2024>

6. Situation Analysis of Children and Adolescents in Sierra Leone, UNICEF, Mar 2024

7. An estimated 1,200 women died of maternal causes in 2020

8. The under-five child mortality rate fell from 168 deaths per 1000 live births in 2009 to 109 deaths per 1000 live births in 2019

age 19. Adolescents in rural areas are twice as likely to have begun childbearing compared to urban teenagers⁹. These differences are attributed to lower levels of education, limited opportunities and stronger adherence to traditional practices in rural areas. Less than half of the contraceptive demand is satisfied, and the modern contraceptive prevalence rate is 21% for those aged 15 to 19 years. Uptake of family planning is hindered by limited access to services, low quality of information and services, inadequate knowledge about available methods, social and religious norms, and misconceptions about family planning. Access and quality of care in hard-to-reach areas remains a challenge as well as insufficient human resources, poor quality of care and inadequate infrastructure (waste, water, electricity¹⁰ and financing in the health sector). Negative attitudes of health care workers can also be a barrier to health seeking especially for adolescents and people with disabilities. There are also important gaps in safeguarding systems in healthcare in Sierra Leone, with implications for quality of care, health-seeking behaviour, and health outcomes. Lack of awareness, failure to recognise the concepts of neglect and abuse, and an absence of adequately trained personnel represent significant risks to sustainable quality improvement. Gender inequities are deeply entrenched in Sierra Leone, with significant detrimental impacts on the lives and health outcomes of women, girls and children, more so for those with disabilities. Harmful social norms reproduce and reinforce attitudes and practices related to gender inequities, with negative implications for violence against women and girls, sexual relationships, and women and girls' decision-making power. This can translate into limited decision-making power regarding access to healthcare, including sexual and reproductive health (SRH) services. The perpetuation of harmful gender norms also has negative implications for men and boys. Men's participation in family planning is limited due to barriers such as inadequate knowledge, poor access to services, and gender norms that consider family planning a woman's responsibility.

Education

Illiteracy levels in Sierra Leone are some of the highest in the world with an adult literacy rate of 43%; literacy rates are significantly lower for females (35%) as compared to males (52%)¹¹. Enrolment in school has significantly improved with the launch of the 'Free Quality School Education' initiative by the Ministry of Basic and Senior Secondary Education (MBSSE) in 2018 and the Radical Inclusion Policy 2021, reaching 97% in primary. However, the majority of children with a disability (CWD) still remain unenrolled and gender parity reduces as children progress. Retention to and in secondary school remains challenging especially for girls and CWD – net enrolment in upper secondary only reaching 58%. Factors contributing to the low retention for girls include poor hygiene facilities in schools – especially when they start menstruation, early pregnancy, child marriage (30% are married by age 18) and caregivers prioritising boys' education over girls, who are perceived as guarantors of family patrimony and future heads of household. Poor quality of education and long distances, especially to secondary school, as well as costs for school uniforms and school materials are factors that contribute to both boys and girls dropping out – families perceiving more impact if their child support family livelihoods. Quality of

9. DHS, 2019.

10. Trends in maternal mortality 2000 to 2020: Estimates by the World Health Organization (WHO), UNICEF (UN IGME, 2023)

11. UNESCO. IIEP., Lind, A, 2018, Literacy for all: making a difference. UNESCO Digital Library p.11. from <https://unesdoc.unesco.org/ark:/48223/pf0000159785>

Ibrahim Sesay and Aminata Kabia preparing natural fertilizer near their home at Yonkibor. As part of the Irish Aid-funded LANN programme, the community learned about the benefits of natural resource management.

Photo: Kieran McConville/
Concern Worldwide



education is compromised by a large percentage of schools remaining unapproved, large class sizes (the number of schools not meeting the increased enrolment needs), a large percentage of teachers being untrained and not on payroll, and very few female teachers at all levels. Even with trained teachers there is a lack of in-service trainings and slow reviews of training curricular. As few as 4% of grade 4 pupils meeting reading expectations for their level and only 6% of Sierra Leonean candidates pass the West African Senior School Certificate Examination (WASSCE) exam. Corporal punishment, while not officially allowed within the Teacher Code of Conduct, is highly prevalent in schools. Most teachers and parents lack the right knowledge and skills to provide supportive guidance to girls and boys as opposed to ‘using cane’ – combined with poor referral pathways for GBV which create unsafe school environments. Vocational and non-formal opportunities for out of school adolescents are limited – most being in urban centres.

Risks and hazards

Sierra Leone is a fragile context – it is ranked 61 out of 191 countries and is classed as ‘medium risk’ but is a country whose is predicated to move to a high-risk category in the future especially due to vulnerability to climate change¹². Sierra Leone hasn’t experienced large scale rapid onset emergencies or protracted conflict in recent years; most disasters being related to fires and flood in WAU, or violent but short-lived unrest (an attempted coup) during and post elections in 2023. The last larger scale emergencies were the mud slide in 2017 and the Susan’s Bay Fire in 2021. Concern Sierra Leone was heavily involved in the COVID-19 response, supporting the Sierra Leone Ministry of Health and Sanitation to vaccinate healthcare workers and

12. <https://drmkc.jrc.ec.europa.eu/inform-index/INFORM-Risk/Country-Risk-Profile>

vulnerable people at risk and to implement a communications strategy in line with the National Vaccine Deployment Plan with a focus on ensuring access to hard-to-reach and potentially excluded groups.

The types of risks/hazards remain unchanged from the last strategic plan, but some have increased in likelihood:

Natural Disasters – Flooding: Annual flooding has caused loss of life and destruction of properties – especially in congested informal settlements in Freetown. While the rainy season is an annual event, above-normal flooding events and their timing are also linked to deforestation and other environmental damage occurring in the country, the global effects of climate change as well as challenges in urban planning, poor drainage and waste management.

- **‘Human Made’ Disasters – Fire Outbreaks & Building collapse:** The majority of fire incidents occur in Freetown, very often in informal congested settlements that have poor road access (preventing National Fire Force responding) and highly vulnerable building structures (flammable building materials). Main causes are attributed to electrical malfunctions arising from illegal connections and accidents with cooking fires or candles. As a result of climate change, temperatures in the dry season are becoming more extreme, enabling even faster spreading of fires when they occur. Despite several community sensitisations/trainings by the NDMA, National Fire Force and humanitarian partners (including Concern), such incidents continue to regularly occur. In 2024 we saw an increase in the sudden collapse of buildings – not related to rains or mud slide. Presently it’s not certain if the cause is poor construction or inadequate quality of building materials.
- **Infectious Diseases** (e.g. Ebola, Lassa Fever, COVID-19): Sierra Leone has exceeded an impressive 96% COVID-19 vaccination coverage, of which Concern’s USAID funded UNIVAC project through UNICEF contributed to ensuring that hard-to-reach communities/groups and the 12 to 17 year age group that were lagging behind as was the last group to be approved for vaccination were reached. However, other infectious disease outbreaks remain a risk due to poor sanitation and hygiene (lack of access to safe drinking water, poor hygiene practices including open defecation); high number of zero dose (completely unvaccinated) children; malnutrition (weakening immune system); access to health care etc. In addition, communicable diseases continue putting a strain on the health care system in Sierra Leone with Malaria being the leading cause of mortality at 25%, frequent localised outbreaks of Measles, Lassa fever and diarrhoeal disease are likely to continue due to poor sanitation and rising temperatures while emerging threats including Mpox, Polio and other tropical diseases will require significant improvement in surveillance and response measures to avoid large scale emergencies.
- **Violence:** As a result of socio-economic pressure tensions remain and there is a growing frustration concerning the handling of the economy and ongoing cost of living crisis as well as a under employed young male population that can be easily mobilised.
- **Slow Onset Crisis – Food & Nutrition Insecurity:** (see second above)

The Climate Vulnerability Capacity Analysis (CVCA) conducted under Irish Aid LTD (Yoti Yoti) in 2023 agreed with our Preparedness for Effective Emergency Response (PEER) plan that the main hazards identified include floods, strong winds, high temperatures, wildfires and delayed/unpredictable onset of rains as well as risks of disease outbreaks, insect and rodent infestations.

Kolleh Town, Western Area Urban, February 2022

Photo: Charlotte Woellwarth/Concern Worldwide



Our Strengths (and Where We Want to Improve)

As part of the development of this Country Strategic Plan (CSP), we took the time to reflect on what we are good at – and the areas we need to focus on improving. The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis across departments and offices highlighted:

Staff capacity, team work and collaboration through our committed team who hold diverse skills and expertise. Investments made under the former CSP (Objective 4: ‘A strong Concern, working as one’ has had impact) including the number of staff who have taken part in Pathways training. However, more consistent staff development was raised as an area to improve through revitalising and expanding the learning centre and open spaces in all offices not just Freetown; all line managers need a greater drive towards staff development, coaching and mentoring with support at Country Management Team (CMT) level to develop skills in our managers to effectively do this. There have been significant moves to improve interdepartmental coordination and collaboration and some key strengths included multi-sector grant kick-offs and the establishment of monthly project finance meetings. This collaboration and teamwork needs to be a key focus to further identify areas for improvement and joint solutions.

Strong comprehensive systems and policies – making sure they are known and functional has allowed us to develop effective systems, reducing the risk of fraud and corruption, and to provide strong support to programme implementation. Our accountability to communities and partners is well articulated by all staff and our programme participants are aware of the behaviours they should expect. To continue progress we will need to focus on increasing effectiveness and efficiency, while maintaining the highest levels of transparency and accountability.

Strong relationships and genuine partnerships with Government and communities where we work fostering trust and collaboration. In all of our programmes we listen to our participants through regular engagement, formal meetings and reviews and senior management visits, we adapt and we improve based on this feedback. We collaborate with participants, partners and government to ensure our programs are designed and implemented effectively and with sustained impact. We align to national development plans and government strategy and implement in recognition of our support role in achieving national development. We are proud of our system strengthening approach particularly in health and will focus on achieving similar across all sectors. There is a significant gap in our approach to documenting successful approaches and generating strong evidence for advocacy and scale.

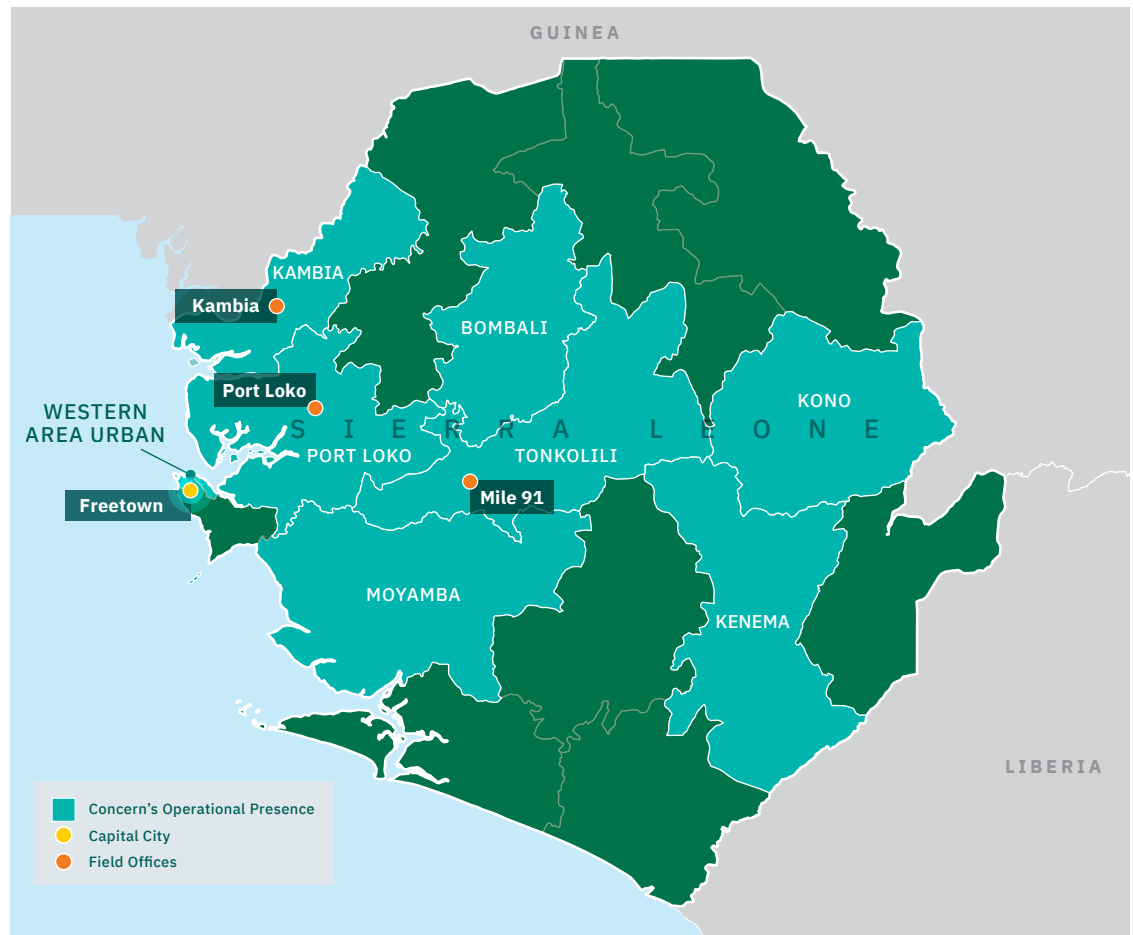
Our holistic approach to programming is a strength addressing multiple dimensions of poverty and vulnerability. In all projects we now have clear integration of other sector interventions and are utilising core approaches and activities which we know have proven impact. We will improve on our approach to programme design having a more intentional inclusion of systems and support functions at design stage as well as measuring consistency of implementation of our core activities across sectors. In addition all programmes from inception will have clear exit strategies to further promote sustainability.

Our commitment to inclusive programmes and work spaces has expanded since our first engagements with SONKE Gender Justice in 2016. Gender transformative training is now a standard requirement for all staff regardless of sector with over 90% of our country team having participated at least once. In addition we have a group of motivated trainers who are gradually building their skills to facilitate cascade training. Our reputation in gender transformative programming has led to requests for us to train staff in other INGOs as well as our government partners. Gender equity in our offices is improving as a result of investments in staff capacity and recruitment strategies. We have reflected and sought to improve our disability inclusion work forming strategic partnership with two INGOs who have supported training and programme improvements. We will continue to honestly reflect, listen and learn to strengthen all aspects of inclusion in our programming and our country offices.

Our Three-year Ambition

Our overall objective for the period 2024 to 2026 is to **improve the resilience and well-being of communities most affected by climate change, hunger and health inequality by tackling the multi-dimensional nature of extreme poverty.** To do this we will focus on **innovative and sustainable development** that builds the resilience of the farthest behind, underpinned by **equitable partnerships, localisation and system strengthening** and **evidence-based advocacy** that influences policy and practice as well as ensuring our **systems are effective, efficient, inclusive and people-centred.** What we will focus on under each of these specific areas is developed further under each of the goals.

Where We Work



As part of the process of developing our strategy review and development, we asked ourselves whether we are working in the right places and did we want to expand our geographic spread. In an effort to consolidate the huge amount of (albeit imperfect) data available into a single index to help us answer this question and make decisions about where we should work, we have produced what Concern refers to as a Poor Vulnerable Index. This uses available data on people's assets and what we identify as the two key drivers of extreme poverty – inequality and risk and vulnerability including insecurity. In Sierra Leone, we have used data on 20 indicators to identify areas which have high levels of extreme poverty and areas less in need of assistance.

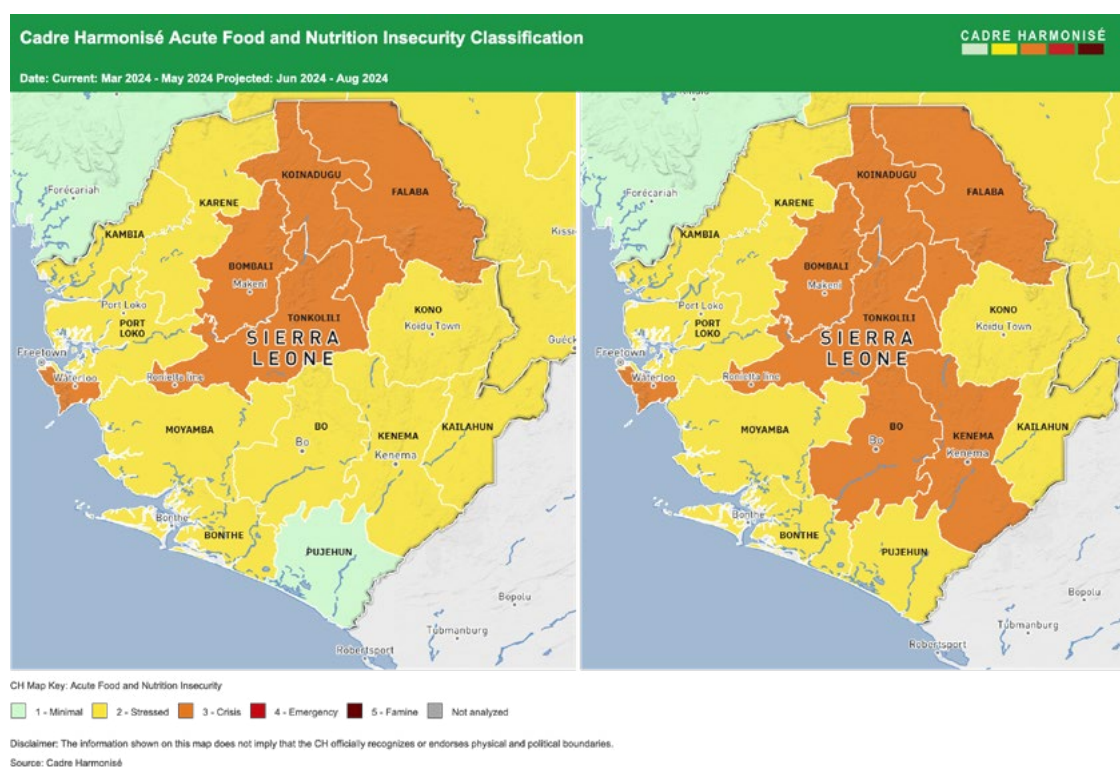
As shown below, on the Overall PVI score when combining indicators for Assets, Inequality and Risk and Vulnerability: Karene, Pujehun and Tonkolili are ranked the lowest, followed by Moyamba, Kambia and Port Loko. Port Loko and Tonkolili ranking bottom four in terms of assets; Tonkolili, Kambia, Port Loko and Karene the bottom four in terms of inequality and Karene and Moyamba bottom four in terms of risks and vulnerability. While WAU and WAR are ranked fifteenth and sixteenth this doesn't take into account the informal settlements in these districts – which arguably are amongst the most vulnerable populations in the country. The high overall scoring for Falaba (10) is surprising as it ranks worst in most country indicators.

Table 2: Overall PVI rank – HRP number of people targeted

RANK	DISTRICT	ASSETS	INEQUALITY	R+V	PVI
1	Karene*	0.48	0.30	0.29	0.36
2	Pujehan	0.43	0.49	0.25	0.39
3	Tonkolili*	0.41	0.26	0.54	0.40
4	Moyamba**	0.39	0.37	0.48	0.41
5	Kambia *	0.45	0.27	0.54	0.42
6	Port Loko*	0.35	0.28	0.65	0.43
7	Koinadugu	0.38	0.37	0.59	0.45
8	Kenema	0.56	0.42	0.44	0.47
9	Bonthe	0.44	0.49	0.53	0.49
10	Falaba**	0.54	0.40	0.52	0.49
11	Bo	0.52	0.47	0.52	0.50
12	Kono	0.60	0.35	0.56	0.50
13	Kailahun	0.56	0.48	0.51	0.52
14	Bombali	0.60	0.45	0.74	0.59
15	Western Area Rural**	0.54	0.63	0.66	0.61
16	Western Area Urban*	0.65	0.58	0.85	0.69

*Current operations

**Ambition

Source: The Integrated Food Security Phase Classification (IPC) (<https://www.ipcinfo.org/ch/en/>)

Team leaving to vaccinate a remote community in Kambia District against COVID-19, in May 2022.

The ECHO funded consortium project (Concern and IRC) gave support to the Sierra Leone Ministry of Health and Sanitation's national COVID-19 vaccination deployment strategy to ensure hardest to reach and most marginalized people were successfully reached, covering all 16 districts of Sierra Leone.

Photo: Bilkisu Jah/
Concern Worldwide



Overlaying this with the Cadre Harmonisé (CH), data from WFP Food Security Monitoring System (FSMS) Report, February 2024, we see some commonality in the districts with greatest vulnerabilities/need. The FSMS report highlights Kenema, Falaba, Koinadugu, Karene and Tonkolili as districts with the highest levels of food insecurity vulnerability across most indicators, whereas the March 2024 CH had Bombali, WAR, Koinadugu and Falaba in Crisis and Tonkolili and Falaba in crisis phase with regards to nutrition.

This analysis suggests we are working in the right locations. We will continue to work in Western Area Urban (WAU) (focused on health systems strengthening and informal settlements), Tonkolili, Port Loko and Kambia, Kenema, Kono, Bombali and Moyamba; where possible aiming to have integrated or complementary programme design in these districts (for example, through Saving Lives in Sierra Leone III (SLiSL III) and Green Climate Fund in Kambia we are covering Health, Livelihoods and climate).

In the next two to three years, we aim to strengthen/expand our work in Western Area Rural (WAR) especially in sectors of livelihoods and health as WAR has some of the worst nutrition indicators countrywide and yet has a lot of opportunities with access to land and markets. Based on needs and districts that are underserved, priority districts for expansion during this CSP will be Falaba, Karene and Moyamba dependent on funding availability and donor priorities. Any expansion to south of the country would be through partnership since there are already well established (I)NGO partners in the south e.g. SEND-SL, WHH, SCI, IRC. All our decisions will keep our focus on the most underserved and communities/groups living in conditions of extreme poverty.

Jane Feaa Kabba-Seisillah, District Agriculture Officer for Tonkolili in Sierra Leone. Concern works closely with the district management team to design livelihoods programs and prevent duplication of activities.

Photo: Kieran McConville/
Concern Worldwide



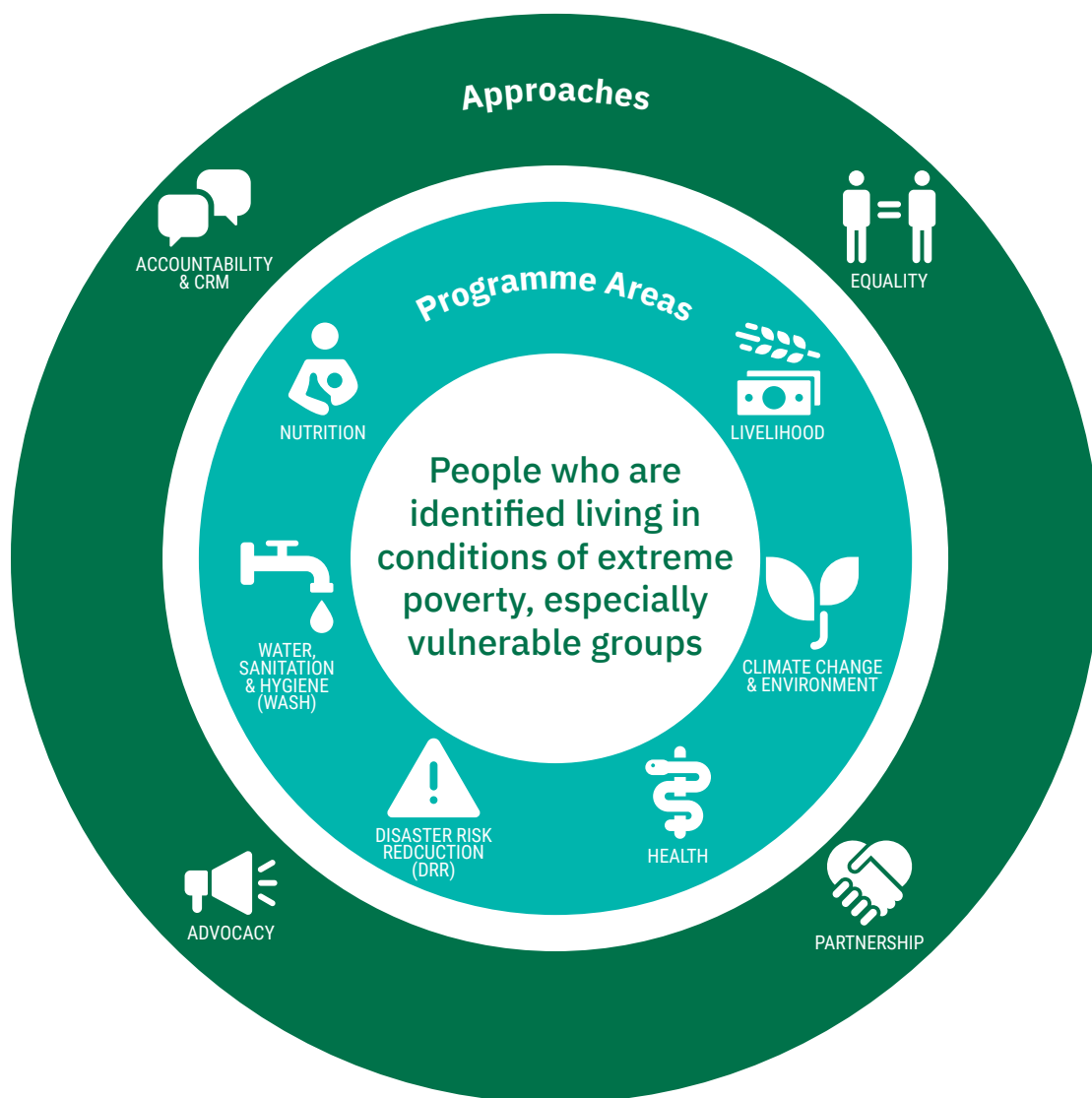
Who We Work With

We will continue to work with a broad array of people who are identified as living in conditions of extreme poverty, and within this, we will focus on specific groups identified as being more vulnerable. This includes:

- i. Children under 5, pregnant and lactating women – especially teenage mothers
- ii. Adolescent girls, with a specific focus on their sexual and reproductive health and reducing teenage pregnancy.
- iii. Out of school adolescents especially girls but also recognising adolescent boys underemployed as a security risk
- iv. People living with disabilities.
- v. Rural smallholder farmers

How We Work

In Sierra Leone during the lifetime of this CSP, we will continue to have both direct project delivery and delivery through partnership – although as part of our localisation ambition we aim to continue to expand the proportion of work we undertake through partnership, including both local partners, local government, international partners and private sector. Working with local partners puts people most affected by the development and crisis at the centre and results in increased relevance and longer-term sustainable solutions. Key to our system strengthening approach is the continued partnership with government structures and departments at national and district level, with ourselves or local partners playing an accountability role. Partnering with private sector is key and will continue to be an area of development for the country program with well documented lessons and recommendations being produced from our relationship with MIRO forestry.



Hannah Konneh, a participant in the Concern-run EAGER programme in Freetown, Sierra Leone, which was designed to support out-of-school girls. She is now a trainee electrician.

Photo: Kieran McConville/
Concern Worldwide



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Goal One and Overarching Strategic Goal: Innovative and sustainable programmes that build the resilience of the farthest behind

This overarching goal builds on our previous five-year strategic plan that focused on ‘designing and implementing integrated programmes targeting the most vulnerable and marginalised groups’. With the other three specific objectives in this CSP (Partnership and Localisation; Evidence-based Advocacy and People and Operations) feeding into achieving this core programme objective.

SO1.1 Design and implement high quality programmes that build on our core and proven approaches

Aiming to continue and build on the best practices as well as gaps identified in the last CSP review including:

Collaborative programme co-creation and project reviews: We will ensure active involvement of sector coordinators, programme development and quality advisors, and partners in programme/project design to promote integration and innovation. Using up to date contextual analyses, learning from systematic, multidisciplinary reviews and collaborative processes to promote relevant, high-quality programming.

- i. **Equality:** Continue our internal investment in gender transformative capacity of staff which as well as having a dedicated equality advisor, which has been key in the quality of our gender transformative programming. Continue to expand this capacity building to our partners (local and government) – which has started under SLiSL3 (partners and Ministry of Health) as well as partners under Yoti Yoti. Continue the partnership with SONKE as well as internal investment in our staff who are Trained Facilitators to be able to do more capacity building outside of the three weeks of annual support from SONKE. Expand this approach to strengthening disability inclusion in our programming through leveraging our partnerships with Humanity and Inclusion and World Hope International. This started in 2023 and should be included in the new equality plan to be developed taking a participatory process across departments and including disability as well as gender.
- ii. **Systems strengthening:** Utilise learnings from our health systems strengthening (HSS) approach to continue to develop the systems approach across all sectors. This includes formal and informal systems strengthening – recognising the need to work with community systems and participation as well as at the formal health system level. Taking a systems strengthening approach is key to longer term sustainability and for the Government and line ministries to take up full responsibility for delivery of quality equitable services. Although the system building blocks may vary between sectors the overall approach can be applicable to Livelihoods (food systems), Education and WASH. A key learning from HSS is that it’s essential to switch away from direct services delivery to more technical assistance and logistics support, which also requires a different understanding of what impact and achievements look like and how they are measured. Further, taking a systems strengthening approach means not only providing direct support (technical and material) to the functioning of various elements of the system, but also the governance of the system (from

Assanatu Konteh at her farm plot on a rehabilitated swamp near her home in Magborkorr, Sierra Leone. Assanatu is also Secretary of the local VSLA.

Photo: Kieran McConville/
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national to district level), in a manner that facilitates the participation of our target group – those living in conditions of extreme poverty.

- iii. **Urban programming** Document our successful approaches under health, education, emergency responses and DRR for example from our previous programmes including EAGER, SLiSL, SAFE, Susan's Bay emergency projects. This is primarily (but not exclusively) related to WAU programming. Design, pilot (and document) urban livelihood approaches so we can have an evidence base of what works to leverage larger scale resources.

S01.2 Programmes have a clear emphasis on design and implementation that incorporate context appropriate fundamental programme approaches

The last Concern Sierra Leone strategic plan focused on and was very successful in embedding gender transformative approaches in all programmes/sectors. In the lifetime of this plan, we want to build on this for the other Concern fundamental programme approaches (DRR, Protection, Environment, Climate change adaptation, Conflict sensitivity). We will ensure we have strong documentation of all Sierra Leone specific approaches to ensure these are replicated in future programming and as key documents for visibility and resource mobilisation.

Concern fundamental programme approaches are embedded into all our programmes/sectors. Due to Sierra Leone being one of the countries most vulnerable to the effects of climate change and increasing donor interest in this area, Environment and Climate adaption will be a fundamental approach mandatory in each sector strategy. This will enable us to identify and articulate our unique value add in climate adaptation (and mitigation) in Sierra Leone. We will ensure programme staff know and understand the existing Concern fundamental programme approaches – and how to apply them to the Sierra Leone context. In project design phase and budgeting ensure sufficient funding is allocated for activities related to these approaches.

- i. **Document Concern Sierra Leone fundamental approaches.** Map out our key Sierra Leone specific fundamental programme approaches that have been

key to the success and impact of our programmes and review annually as new approaches are identified/developed. Develop two-pagers per approach in order to be able to use these documents externally as well as internally. Where relevant also develop / update manuals to guide implementation of the approach.

S01.3 Approaches and systems support timely Emergency Response

We will build on the progress made in the last CSP that aimed to ‘Improve the internal and external preparedness for and response to emergencies in Sierra Leone and on our strong reputation in emergency preparedness and response – we are particularly known for community focused responses and taking a ‘build back better’ DRR approach as well as being a key partner for the National Disaster Management Agency (NDMA) and Freetown City Council (FCC). Key to this was investing in a dedicated Emergency Coordinator which enables us to be prepared, have continuity in coordination and timely resource mobilisation as well as having clear thresholds of when we respond. Additionally, engaging those affected by disaster prior to response design has helped focus on priority needs and ensure the most effective response mechanism is used. We will continue to take on a leadership role in emergency preparedness, humanitarian coordination and response and we will:

- i. **Strengthen ownership and knowledge of the Preparedness for Effective Emergency Response (PEER) plan** to ensure its utilised as an effective tool for continuing to deliver effective preparedness’ and response to emergencies. Conduct scenario-based exercises to enhance staff (and partners’) capacity in emergency preparedness and response.
- ii. **Evaluation:** Be more consistent in post emergency response evaluation (including wash-ups). Continue with post-distribution monitoring assessments which have provided useful learning as well as evidence of the impact of our distributions during responses whether unconditional cash or NFIs.
- iii. **Localisation and partnership:** We have been successful in taking a systems approach through technical support to building the capacity of NDMA towards improving quality and leadership of emergency preparedness and response. We will continue to work closely with other (I)NGOs, other actors, and with the Government coordination mechanisms. We will identify local NGOs to partner with in delivering emergency responses especially in WAU/R and build the capacity of existing local partners (under development projects) who have interest in this area.
- iv. **Ring fence funds for DRR and emergency response:** To enable rapid initial response while external resources are identified. Our DRR programmes around flood prevention show the value of our approach to DRR and we will continue to build evidence to advocate for and scale these interventions.

Key performance indicators

- #/% of operational and target districts where we have up-to-date contextual analysis (full or desk review)
- % of projects incorporating system strengthening approach
- Each sector strategy has a section on climate and environment with mitigation and adaptation subcategories
- % of emergency responses assessed

Goal Two: Evidence-based advocacy, communication and learning that influences policy and practices

In the lifetime of this strategy we will focus on how we use evidence from our programmes, partners and communities to create impact through evidence-based advocacy and influencing in Sierra Leone and externally with a focus on raising the voices and needs of small holder farmers and service end-users especially vulnerable and marginalised groups. While progress was achieved with past learning events, published research and presentations at high level external fora as well as active participation in key national fora across sectors, we will strengthen this further by having clear direction in our advocacy and a roadmap to achieve our ambition. We will re-invest in having a dedicated staff member to lead in generating external-facing documentation and audio-visual materials as well as supporting in advocacy and communications planning and implementation.

S02.1 Improve knowledge capitalisation and learning across all sectors

Strong knowledge capitalisation is key for having evidence-based advocacy and influencing as well as promoting learning within and between sectors. We aim in the lifetime of this strategy to be more systematic on how we collect, store and disseminate data and documents/learnings building on existing good practices and making optimal use of technology.

- i. We will increase the team's access and usage and analysis of programme data and ensure adaptive programming through improved team communication and discussion of data, engagement of junior staff in reporting and learning document creation consistent use of process tracking for all projects.
- ii. We will develop and rollout an evidence-based advocacy plan that includes identification of advocacy related topics per sector; target audience/communication channels; clear and consistent messages (with partners)
- iii. We will integrate knowledge capitalisation, communication and learning objectives in each programme (sector) and produce materials including standard templates and branding items. This would be guided by a knowledge capitalisation plan (part of advocacy strategy).
- iv. We will increase our internal capacity through training, on-the-job coaching as well as leveraging and learning from our national partners that have strengths in advocacy and policy influencing.
- v. We will identify and actively participate in (strengthen where appropriate) relevant networks and joint advocacy platforms with partners and other stakeholders, including our Alliance2015 partner. Working with other like-minded actors has potential to have greater influencing power than working alone in advocacy efforts. We will focus on identifying and influencing key decision-makers on policies and strategies that have the greatest impact on those living in conditions of extreme poverty, leveraging our strong relationships with key line ministries (health, education, agriculture and water & sanitation) and developing/strengthening relationships where needed.

- vi. We will promote community-led advocacy networks in our advocacy strategy and ensure this is translated into new and ongoing programming. Recognising the importance of raising the agency and voice of communities to put people at the centre of what we do; for ownership, empowerment and sustainability. We will promote local civil society actors to have meaningful participation and influence in coordination, policy and advocacy spaces.

S02.2 Communicate the impact of our approaches, projects and programmes to a diverse audience

- i. Guided by a communications plan (part of advocacy strategy) we will produce high quality communication materials and build internal capacity on photography, writing case studies, integrating feedback, identifying stories, ethical storytelling etc. We will promote the fact that it is everyone's role to communicate about our work, and recognise where this is an ask / need for our partners – or a strength they bring that we can learn from.
- ii. Strengthen the dissemination of Concern materials to stakeholders and audiences in conferences, technical working groups, learning events (National and International), programmes briefs, formal reports and District platforms. Continue to maintain leadership in technical working groups and networks such as the HNGO forum, and INGO forum.

Key performance indicators

- Advocacy strategy and plan in place by (mid 2025)
- # of Government or donor policies and strategies [that Concern have influenced or contributed to] to meet the needs of the furthest behind
- # of national level events co-hosted between Concern and our partners on key policy issues
- % of projects with evidence of using data for adaptation and quality improvement
- # of programmes delivering on track against the communications plan

Yusif Mansuay poses with members of his community and Concern staff in Magbakworr.

Photo: Conor O'Donovan/
Concern Worldwide



3 Goal Three: Sustainable impact through equitable partnership and localisation

As an organisation, we are committed locally-led programming and expanding the proportion of work we undertake alongside local partner organisations, including both civil society organisations (CSOs), local government and private sector. In the last year we have significantly expanded the number of local partners we are working with from one in 2023 to six in 2024 as well as one private sector partner. This has progressed faster than our internal capacity and structure. In the lifetime of this strategy we intend to focus on strengthening how we work with these partners rather than increasing significantly the numbers of partners. Strengthening our ways of working and internal capacity to promote localisation and more equitable partnerships. Moving towards more equitable partnership means a change in a way of workings, addressing power imbalances, ensuring partners are involved in design and decision-making processes, a structured and systematic approach to capacity support and where possible a shift from project-based to long-term partnerships. Our localisation goal also recognises the need to stay relevant as many donors are promoting localisation and increase in funding through local partners.

We aim to support the capacity of our existing partners to be able to deliver a greater proportion of projects and/or lead in certain districts, and improved quality and quantity of funding to local partners – including rolling out Concern’s ICR policy introduced in 2024 ultimately working towards supporting our local partners to access funding directly.

We will strive to have partnerships that add value to the quality, reach, and sustainability of our programmes and increase access to and impact for people living in conditions of extreme poverty and those made vulnerable by disasters. In Sierra Leone we also recognise partnerships with government (national and district level) as key in achieving impact through strengthening government systems to deliver effective services to those living in conditions of extreme poverty.

S03.1 Develop, implement and monitor a partnership strategy for government, private sector and CSOs

- i. Develop a partnership strategy and road map that is inclusive and participatory as well as guiding document that is reviewed annually.
- ii. As part of the strategy ensure necessary staff and technical support is in place to support partnership ambition. This includes adapting our systems and processes for partnership; all JDs and PDRs to include partnership responsibilities; attracting or building internally the right level of human resource (attitude as well as technical capacity) to work effectively with partners.
- iii. Create an internal partnership working group across sectors/functions to drive forward partnership strategy and plan.

S03.2 Build strategic partnerships with key CSOs, private sector and government

- i. Engage with stakeholders to conduct mapping of potential CSO and Private Sector partners.
- ii. Develop multi-year MOUs with identified strategic partners and jointly seek opportunities.

S03.3 Partnerships are built on a platform of mutual capacity sharing and strengthening

Localisation involves recognise a process of mutual learning, understanding how our capacities complement one another and that the process enables (all) partners to expand their impact. We are committed to supporting technical and organisational capacity of our partners, recognising this should be structured and based individual partner priorities and mutual – two-way processes – acknowledging and valuing partner skills, knowledge, and experience. Opportunities for peer learning between partners also created – which is empowering for the local partners.

Understand the blockages and put strategies in place to improve speed and efficiency of local partner CIPLAT assessment to identify capacity strengths and gaps.

- i. Develop mutual capacity strengthening plans jointly and in an open and transparent manner that includes partner aspirations as well as risk mitigation. Aiming to take an accompaniment approach to capacity strengthening, including training, workshops, coaching and mentoring, exchange visits and peer learning, exposure opportunities, and accessing external expertise as needed. The capacity strengthening plans should also include a means to measure progress as well as hold each other accountable for delivery. For example, include mutually agreed upon benchmarks that monitor progress and inform adjustments where needed.
- ii. Support our local partners to build their organisation through ICR and core support. This may include capacity strengthening or peer learning on putting in place an ICR policy within their finance manual.
- iii. Ensure Concern has right structure to adequately capacity strengthen partners and fulfil commitments; at design stage of proposals ensure enough resources are allocated for mutual capacity building.

Key performance indicators

Funding Allocation to Local Partners – 25% of funding on-granted to local/national NGO partners

- Finalise and disseminate partnership strategy by 2025
- Partner Satisfaction with Partnership Approach – Average level of local/national NGO partners' satisfaction with Concern's partnership approach

4 Goal Four: Strengthen operations and people for an effective and efficient organisation with a culture of respect

Building on the positive progress and achievements made in the former CSP that had the strategic objective ‘A strong Concern working as one’ we will continue to recognise the importance of having the right people with the right skills and attitudes as well as striving for efficient systems to support both our, and our partners programming.

S04.1 Enhance collaboration and communication on ways of working and provide an environment for people to reach their full potential

A comprehensive people action plan will be established, focusing on transparent processes for talent diversification and recognition. This includes mobilizing financial and human resources to re-establish the learning space in Freetown and expand this to field offices, ensuring growth opportunities are accessible across all levels.

Inclusivity will be prioritized in recruitment strategies through partnerships with training institutions, mentoring of high performing staff (in particular junior female staff), and a decentralized hiring structure. These efforts aim to build a more diverse and gender-balanced team across levels. To further support staff, we will introduce motivational initiatives across all teams to enhance well-being and promote retention.

Mental health support will be reinforced by maintaining a dedicated Mental Health and Psychosocial Support Officer, who will lead well-being initiatives. Additionally, we will mark a well-being week in all Concern locations to foster a culture of care.

To strengthen collaboration and improve how teams work together, we will identify key pain points and develop a RACI matrix to clarify roles and responsibilities. This will help streamline communication and reduce ambiguity across teams. In addition, we will build a core partnerships team, with assigned operations and finance staff who will work with partners, providing capacity building and coaching, to address weaknesses identified through capacity assessments and reporting activities.

S04.2 To reduce our contribution to negative environmental impact

In response to the Concern carbon audit, which identified vehicles and generators as major contributors to our carbon footprint, we are committing to bold changes in our operations.

Fleet management will be improved by maintaining pooled vehicle allocations rather than project-specific ones and encouraging joint movements. DiRTTrAC data will be utilized to optimize vehicle usage and reduce emissions. We will also transition toward solar energy for office locations and staff housing, significantly lowering our reliance on fossil fuels.

To further reduce our environmental impact, we will work toward eliminating single-use plastics across all offices and projects, reinforcing our commitment to sustainable practices and waste sorting will be implemented across all Concern offices to promote responsible disposal practices.

Mother-to-be Safinatu Kamara, with her aunt and grandmother at the family home in Mambolo. The health centre that Safinatu is attending for her pregnancy, is supported by Concern.

Photo: Darren Vaughan/
Concern Worldwide



S04.3 Improve efficiency through innovation, digitisation and consistency in our operations and finance

Efficiency will be enhanced through the rollout of a new digital systems or tools encompassing finance, logistics, and programme management. This initiative also supports our environmental goals by reducing paper usage.

Staff will receive training on IT and internet usage to ensure they can fully engage with digital tools and systems. Consistency will be achieved by applying standardized processes across finance and programme operations, with a strong emphasis on accountability and adherence to best practices.

Key performance indicators

Increased female staff in middle management positions from 22% (2023) to 30% by 2026

- Year on year reduction in carbon footprint according to Concern carbon audit
- Number of online tools rolled out and used successfully e.g. DiRTTrAC, ERP, GMS, E-signature, HMIS
- Achievement of satisfactory internal audit

Financing the Plan

The period 2021 to 2024 saw some turbulence in funding. At just over €5 million, 2021 to 2022 saw somewhat stable funding, with a significant dip seen in 2023 to approximately €3.5 million, before a recovery in 2024, bringing the country office back to just over the €5 million mark. This dip and recovery was largely due to changes in levels of funding from FCDO, with programmes ending in 2023, and a new programme coming on board in 2024.

The funding situation globally is beginning to have strong impact in Sierra Leone, which is neither a humanitarian priority, nor is a priority for countries who are aiming to engage in a way which brings high financial gains to the donor country due, in part, to a weak private sector in Sierra Leone. Many donors have already shared intention to scale-down funds in Sierra Leone creating a difficult funding environment.

Despite this difficult environment, Concern Sierra Leone has a strong reputation, offers a high degree of innovation, and has strong partnerships, both with local organisations and with donors. With some INGOs and UN agencies already planning to withdraw from Sierra Leone, we may also see less actors competing for the remaining funding, and potentially new opportunities arising. We therefore aim to maintain our funding at above €5 million in this strategic plan and will aim to do this through capitalising on work already invested in with new donors, including both new institutional donors and Foundations.

We believe our increased focus on evidence-based communication and advocacy will support us in reaching this goal through i) enhanced visibility of our work, and; ii) showcasing to donors the impact that their money can have on policy, despite reducing funding levels. At the same time, we will aim to show how we can promote sustainable outcomes through our localisation approach, which will also increase the value for money of our offer together with the efficiency gains that are being made through our goal on enhanced collaboration.

Hawa Sesay, a participant in the Concern-run EAGER programme in Freetown, Sierra Leone, which was designed to support out-of-school girls. She now has her own tailoring business.

Photo: Kieran McConville/
Concern Worldwide



Managing the Plan

A country results framework and linked dashboard will be established for near real time tracking of activities and KPIs under this CSP. Monthly reporting and bi-yearly review and updating of this plan will be supported by the MEAL team in collaboration with all departments (including HR and Finance). This will help the Country Management Team to monitor our progress and direct efforts and resources to areas needing more attention.

While overall responsibility for implementing and managing the plan rests with CMT, it is intended to be a living document to guide all staff. In this respect, we are committed to making sure that it is well understood by all staff in Concern by presenting and explaining the plan to staff in all our programme areas. The whole team will be part of bi-annual reviews, while individual staff members will be given responsibility for taking the lead on specific areas, developing action plans and timelines to guide how they will be achieved.

Hawuatu Kamara,
Chairwoman of the local
VSLA – part of the LANN+
programme in Port Loko
– working here in the
inland rice field near her
community.

Photo: Conor O'Donovan/
Concern Worldwide



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ENDING
EXTREME POVERTY
WHATEVER
IT TAKES