



**SEND  
SIERRA LEONE**

Working to promote good governance and  
equality of men and women in Sierra Leone



# STRATEGIC PLAN

2024 - 2029

TOWARDS AN EQUAL AND HOLISTIC  
WELL-BEING IN SIERRA LEONE





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# **SEND SIERRA LEONE STRATEGIC PLAN 2024 - 2029**

# 1. TAKING STOCK

## Our Accomplishments (2019–2023)

Over 2019–2023, SEND Sierra Leone made significant progress towards achieving its vision of a Sierra Leone where people’s rights and well-being are guaranteed. We embarked on several projects that led to:

- Improved livelihoods across many communities
- Increased enrolment and completion of girls in primary and secondary schools
- Strengthened health infrastructure
- Increased women’s participation in politics and leadership

## General Overview of Accomplishments



**1,088,433**

total beneficiaries reached  
(744,035 Female and  
344,398 Male)



**4,881**

Persons with disability  
supported



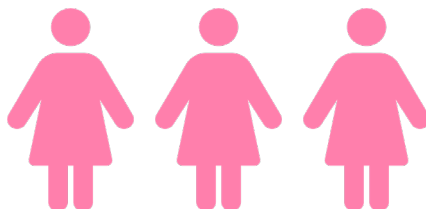
**1,655**

Communities supported  
across 75 Chiefdoms and 15  
Districts



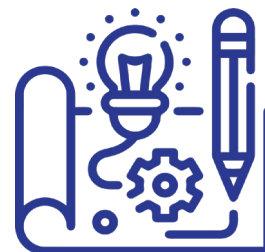
**155,490**

Households supported



**380,951**

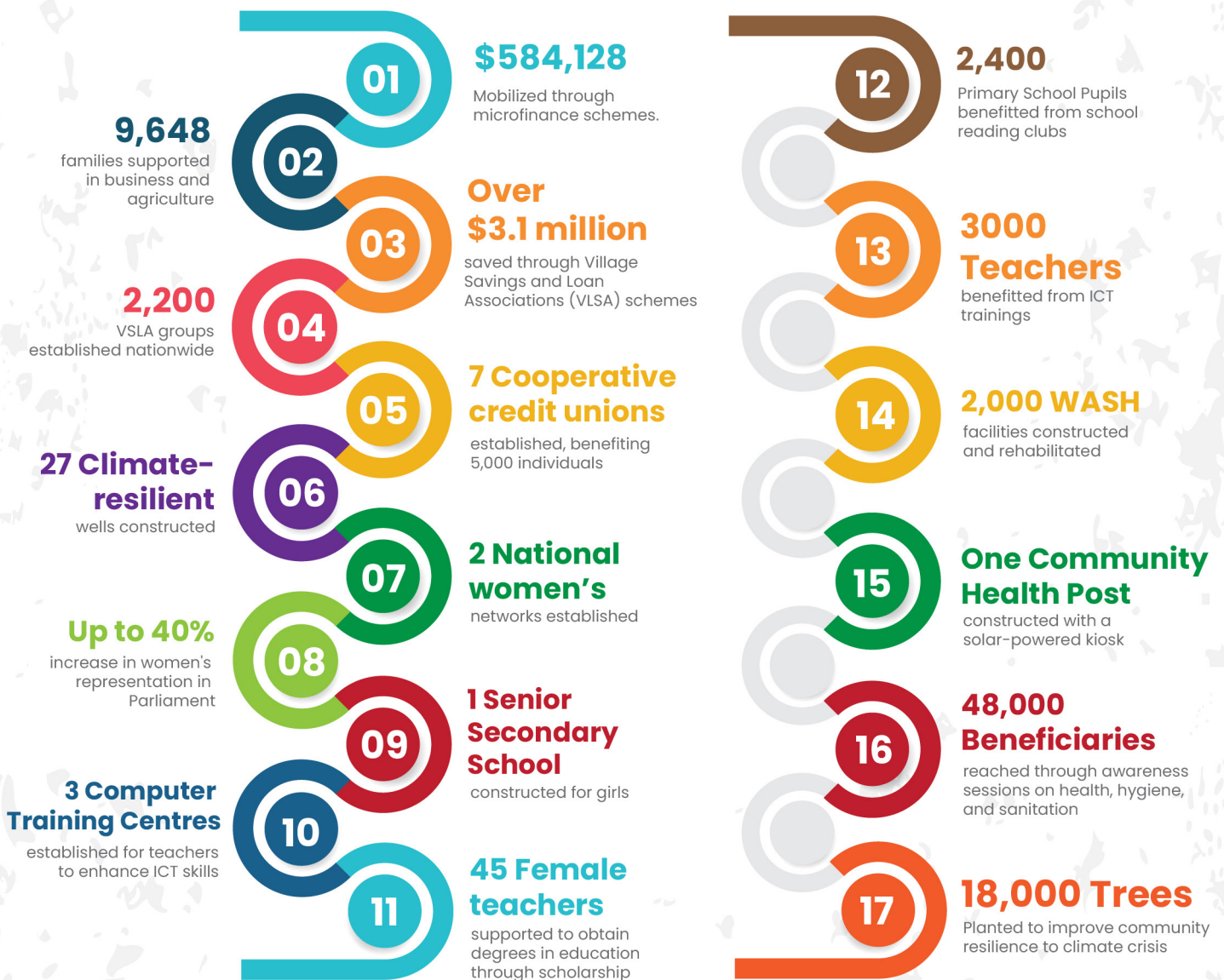
Girls reached



**48**

major projects implemented

# Some Project Specific Achievements





## 2. MOVING FORWARD – STRATEGY AT A GLANCE

### 2.1 ISSUES WE WILL TACKLE

Over 2024–2029, SEND Sierra Leone will focus on fighting inequality and improving the well-being of the people in Sierra Leone. We are committed to a vision of a Sierra Leone where people’s rights and well-being are guaranteed. We seek to promote good governance, voice and accountability, essential services and equality for women and men in Sierra Leone. Impoverished well-being and poor quality of life take various forms, and we realize the importance of taking a multi-dimensional approach to promoting well-being in Sierra Leone. As discussed and demonstrated in the figure below, we will focus on five priorities. The theory of change linked with the strategic plan is presented in the appendix.





## Sustainable Growth:

We will work to promote inclusive and sustainable growth in rural areas by addressing poverty, unemployment, and poor livelihoods through targeted interventions that leverage local resources, empower communities, and create opportunities for economic diversification and resilience. Accordingly, we will continue to work towards SDG 1 on ending poverty, SDG 2 on ending hunger and food insecurity, SDG 8 on decent work and economic growth, and SDG 12 on sustainable consumption and production patterns.

## Health, Nutrition and WASH:

We will tackle unique health challenges that rural populations face. We will work to improve rural populations' health, nutrition, water, sanitation and hygiene (WASH) outcomes by implementing comprehensive interventions that promote health and WASH infrastructure, health workforce development, preventive healthcare and health promotion, and strengthening nutrition security and food systems. We will ensure sustained access to child health and nutrition services. Accordingly, we will contribute to SDG 3, which aims to ensure health and well-being for all, and SDG 2 focuses on creating a world free of hunger and food insecurity.

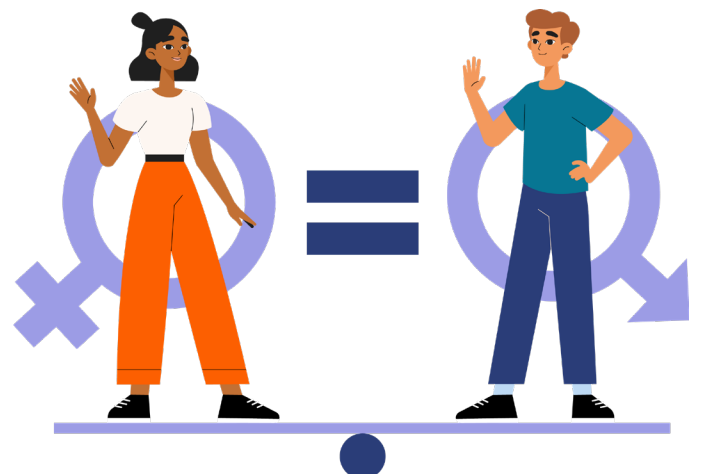


## Education:

In line with SDG 4 on the provision of quality education, we will work to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. We will focus on rural communities with limited access to quality education and will strengthen access in such communities. We will implement targeted interventions that address rural schools and students' unique challenges, thereby fostering inclusive and equitable learning opportunities for all. By prioritising quality, we will work collaboratively with stakeholders to transform education in rural areas.

## Gender Equality:

We will double our efforts to advance gender equality, contributing to the global development agenda on gender equality (SDG 5) and reducing inequality (SDG 10). We will work with our partners to create more equal opportunities with an emphasis on women and girls. By recognising the multidimensional and intersectional nature of gender inequality, we will work to promote gender equality by promoting women's political empowerment across different levels of government. We will also work on narrowing the gender gap in education with interventions focused on promoting access and opportunities for girls in rural areas.







## Climate and Disaster Resilience:

We will develop community-based adaptation programs involving residents in identifying climate and disaster risks and implementing solutions tailored to their needs and circumstances. Our focus is to develop interventions to help marginalised and excluded communities deal with the effects of climate change and disaster. We will support the ‘just transition’ away from pathways that contribute to climate change. We hope to make a sustainable contribution to SDG 13, which calls for urgent action to combat climate change and its impacts.

## 2.2. WHAT WE WILL DO

**Listen:** We will continue to listen to our stakeholders to understand their needs better. We will be led by the priorities of the most vulnerable communities and develop interventions that respond to their needs.

**Advocate:** We will leverage our connection to our partners to promote our advocacy efforts, ensuring we have the support to promote the well-being of people in Sierra Leone. Our advocacy will be grounded in the priorities of the communities in which we work.

**Mobilise:** We will work with our partners to mobilise funds and resources that will enable us to promote transformational change. We will invest in locally-led responses that will empower communities while improving wellbeing.

**Grow:** We will grow and enhance our adaptive culture, enabling us to strengthen our efficiency.

**Equip:** We will equip people and communities to achieve the desired outcomes. We will invest and ensure our team and communities have the tools and resources to support development.

**Engage:** We will engage with communities and change social norms to address the root causes of development issues.

**Communicate:** We will communicate effectively to ensure our work is visible and maintain active dialogue with our stakeholders to ensure engagement at various levels.

## 2.3. HOW AND WHERE WE WILL WORK

In achieving the objectives of our strategic plan, we will focus on transformational change by being more open in our dealings, more collaborative and sensitive to the community’s needs. We will deepen our efforts in rural areas to impact the lives of marginalised groups and communities. We will deepen our strategic partnerships with our partners, donors, government departments and community leaders in rural areas to generate meaningful impact.

# 3. MOVING FORWARD – DELVING DEEPER

## STRATEGIC PRIORITY ONE: SUSTAINABLE GROWTH

Advance Sustainable Development Goals 1, 2, 8 and 12 through targeted interventions that leverage local resources, empower communities and create economic diversification and resilience opportunities. The Overarching Objective is to promote inclusive and sustainable growth in rural areas by addressing poverty, unemployment, and poor livelihoods



**The Overarching Objective** is to promote inclusive and sustainable growth in rural areas by addressing poverty, unemployment, and poor livelihoods.

### Key Outcomes:



**Key Interventions:** To meet the objective of this strategic priority, a series of targeted interventions are required. SEND Sierra Leone will therefore:

- Strengthen existing credit unions and village savings and loan schemes to ensure appropriate support is available to households in rural areas. New institutions will also be established if required.
- Identify and promote emerging economic sectors with growth potential in rural areas, such as agro-processing, renewable energy, and artisanal crafts, to diversify local economies and create new employment opportunities.
- Support entrepreneurship and small business development through access to finance, business incubation, technical assistance, and market linkages, fostering a culture of innovation and enterprise among rural youth and women.
- Facilitate value chain development and market access for rural producers, enhancing their competitiveness and profitability while promoting sustainable production practices and quality standards.
- Introduce relevant training schemes focused on business management skills development, nutrition, market access development and entrepreneurship.



## STRATEGIC PRIORITY TWO: HEALTH, NUTRITION, AND WASH

Advance Sustainable Development Goals 2, 3, and 6 through targeted interventions to promote and improve nutrition, food security, health, and access to WASH resources. We will achieve this through investment in sustainable agriculture and food systems, health infrastructure, health workforce development, quality healthcare service delivery, and promotion of preventive health and WASH services.



### Overarching Objectives:

- To improve the health and nutrition outcomes of women, children and rural populations by implementing comprehensive interventions that address the unique challenges in rural areas.
- To improve sustainable access to quality water supply, sanitation and hygiene services among community members in rural areas.

### Key Outcomes:



**Key Interventions:** To meet the objective of this strategic priority, SEND Sierra Leone will:

- Assess and prioritise healthcare infrastructure needs in rural areas to improve accessibility of health and RMNCH services.
- Invest in the construction and strengthening of WASH facilities in communities.
- Work with relevant authorities to train and deploy healthcare workers to health facilities in rural areas.
- Provide ongoing training and capacity-building programs for healthcare professionals.
- Promote culturally sensitive care and foster collaboration between healthcare providers and community organisations.
- Collaborate with government agencies to organize and provide training for community health-based structures to promote healthy community behaviours and practices.
- Implement community-based health promotion and disease prevention programs, focusing on nutrition education, hygiene promotion, immunisation campaigns, and maternal and child health services.
- Implement programs that support early screening and detection of health conditions to facilitate timely intervention and treatment.
- Promote healthy lifestyles and behaviours through school-based initiatives, workplace wellness programs, and community mobilisation efforts, empowering individuals and families to make informed choices about their health.
- Enhance food security and dietary diversity in rural communities through agricultural diversification, improved post-harvest management, and promotion of sustainable farming practices.
- Invest in climate-smart agricultural practices.
- Advocate and influence policy to support and improve community health, WASH and nutrition outcomes.
- Collaborate with health-implementing civil society organisations (CSOs) to promote capacity building and sustainability in health services.

## STRATEGIC PRIORITY THREE: EDUCATION

Advance Sustainable Development Goal 4 through targeted interventions addressing rural schools and students' unique challenges, fostering inclusive and equitable learning opportunities for all.



### Overarching Objectives:

- To promote and strengthen access to quality education in rural areas.
- To ensure girls and young women have access to adequate quality education and skill development that will enable and support life-long learning and decent employment.

### Key Outcomes:



**Key Interventions:** To meet the objective of this strategic priority, SEND Sierra Leone will:

- Provide scholarships, learning materials and support to improve enrolment and retention.
- Increase advocacy for free basic education.

Provide comprehensive training and ongoing professional development programs for teachers, focusing on pedagogical skills, subject knowledge, and strategies for addressing the needs of diverse learners in rural contexts.

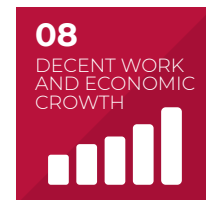
- Establish mentoring and support systems to guide and assist teachers working in rural schools, fostering a supportive and collaborative professional culture.

- Foster partnerships with local communities, businesses, and organisations to enhance experiential learning opportunities and promote community engagement in education.
- Implement interventions to address barriers to education access and retention, such as transportation challenges, poverty, child labour, and gender disparities.
- Strengthen foundational learning to improve learning outcomes in primary education.
- Promote advocacy on educational policies and legislature to improve equality in education.
- Promote educational infrastructure access to improve quality inclusive education in rural communities.



## STRATEGIC PRIORITY FOUR: GENDER EQUALITY

*Advance Sustainable Development Goals 5 and 8 through targeted interventions to create more opportunities for women and girls*



### Overarching Objective:

- To promote gender equality by promoting women's political empowerment across different levels of government and community decision-making platforms.
- To promote girl leadership and empowerment to reach 20,000 young women and girls by 2029.

### Key Outcomes:



### Key Interventions:

To meet the objective of this strategic priority, SEND Sierra Leone will:

- Provide training and mentorship programs for women interested in leadership and political positions.
- Provide management and leadership training to grassroots women group leaders.
- Support the implementation of gender action plans and train women group leaders to implement such action plans.
- Emphasise gender discriminatory roles and practices.
- Engage communities, including men and boys, to change social norms and address the root causes of gender-based discrimination.
- Provide opportunities for young women and girls through networking and linkages between them and adult female mentors and role models at national and community levels.
- Support safe spaces for young women and girls to interact on gender, social inequalities and reproductive health issues.
- Organise forums to discuss women's empowerment and engage girls, young women, and community leaders.
- Support advocacy at the national level for policy formulation to enable youth organisations and groups to promote female leadership through dialogues and advocacy work.
- Provide capacity building to local authorities on youth participation and gender equality promotion.

## STRATEGIC PRIORITY FIVE: CLIMATE AND DISASTER RESILIENCE

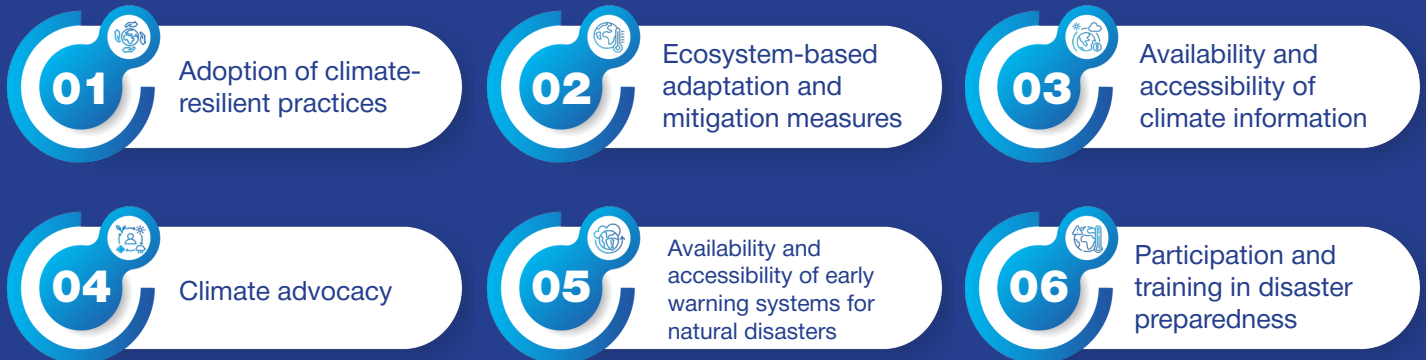
Advance Sustainable Development Goal 13 through targeted interventions that address rural communities' vulnerabilities to the impact of disasters and climate change while ensuring best practices that promote sustainability and the conservation of natural and environmental resources.



### Overarching Objective:

- To alleviate the impact of climate change on the poorest and most susceptible communities.
- To strengthen the capacity of rural communities to prepare for, respond to, and recover from disasters.

### Key Outcomes:



**Key Interventions:** To meet the objective of this strategic priority, SEND Sierra Leone will:

- Increase advocacy to end the climate crisis and promote investment in renewable energy.
- Advocate for policy and governance reforms at local, national, and international levels to integrate climate resilience and justice considerations into development planning, resource allocation, and decision-making processes.
- Help communities most vulnerable to climate change mitigate risk and build resilience.
- Implement a natural resource management program
- Implement community-based adaptation and mitigation programs.
- Promote the adoption of sustainable agricultural practices.
- Invest in green businesses and transition to build thriving economies that support sustainable livelihoods.
- Invest in climate-resilient infrastructure, including water management systems, irrigation networks, and flood protection measures.
- Provide training and capacity-building programs to rural communities to enhance their understanding of climate change risks and adaptation strategies.
- Encourage the adoption of renewable energy technologies.
- Implement gender-responsive approaches to climate resilience and justice that recognise and address women's vulnerabilities and capacities in rural areas.
- Conduct comprehensive risk assessments to identify rural communities' vulnerabilities and capacities.
- Develop disaster risk management plans to support rural communities.
- Improve access to financial services, insurance, and social protection programs to help rural households cope with and recover from disasters' economic impacts.
- Facilitate knowledge sharing among stakeholders on disaster risk reduction and resilience-building efforts in rural areas.
- Build the capacity of local governments, civil society organizations, and community leaders to lead disaster risk reduction efforts.



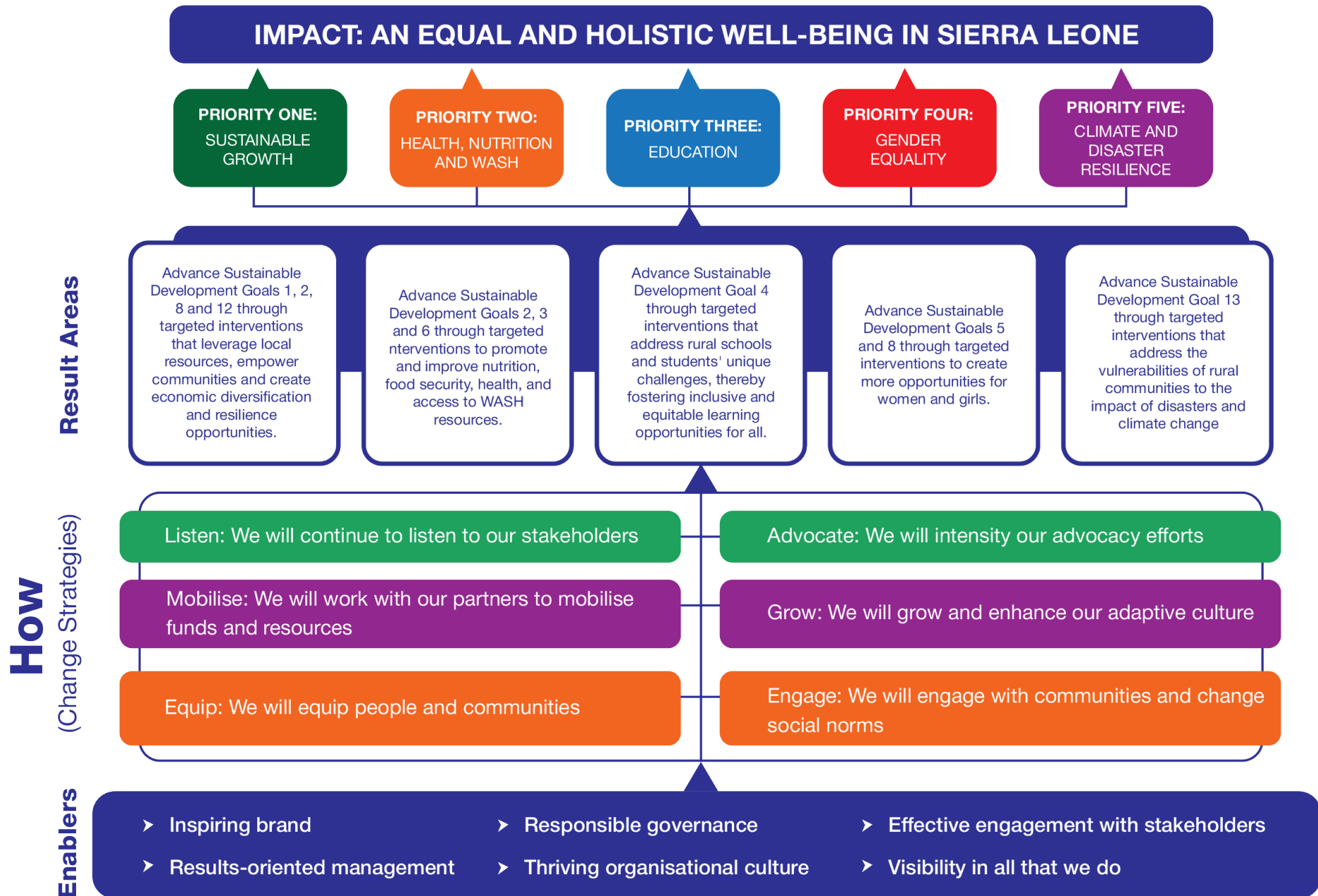
## 4. ORGANIZATIONAL ENABLERS AND EXTERNAL CONTEXT

SEND Sierra Leone's resources and culture are critical to achieving our Strategic Plan 2024–2029. These enablers have been instrumental in achieving the objectives set in our previous strategic plan. They will facilitate the achievement of our strategic objectives and goals over the next six years. With a strong history of transparency, responsiveness and accountability, our enablers are:

- Inspiring brand that maximises our partnership opportunities and impact
- Results-oriented, efficient and effective management
- Responsible governance
- Thriving organisational culture
- Visibility in all that we do
- Effective engagement with stakeholders

SEND Sierra Leone's strengths largely reflect our strides in rural and urban areas while maintaining strong partnerships with community organisations, our donors and development partners. These strengths provide us with unique opportunities, including the availability of progressive partnerships and donors that share our objectives and a shared focus on growth by the Government of Sierra Leone, which means that we can take advantage of ongoing support from the government. However, our strengths, particularly our track record in managing multiple projects across various districts in Sierra Leone, contribute to some weaknesses and threats, including the difficulties in coordinating projects across multiple locations. Changes in government policies and priorities remain a threat. Yet, as Sierra Leone is a country focused on sustainable development, we believe that the goal of SEND Sierra Leone in promoting development across various levels will always align with the national agenda. Climate change is another threat and has become a strategic priority of SEND Sierra Leone over the next six years.

# APPENDIX: THEORY OF CHANGE





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