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## Acronyms

<b>APC</b>	All Peoples Congress
<b>CA</b>	Caritas Africa
<b>CDA</b>	Catholic Development Agencies
<b>C4C</b>	Coalition for Change
<b>CI</b>	Caritas Internationalis
<b>CPA</b>	Country Programme of Action
<b>CRS</b>	Catholic Relief Services
<b>CSL</b>	Caritas Sierra Leone
<b>CSO</b>	Civil Society Organisations
<b>DFID</b>	Department For International Development
<b>EU</b>	European Union
<b>EVD</b>	Ebola Virus Disease
<b>GoSL</b>	Government of Sierra Leone
<b>HIV &amp; AIDS</b>	Human Immune Virus and Acquired Immune Deficiency Syndrome
<b>ICT</b>	Information, Communication and Technology
<b>IEC</b>	Information, Education and Communication
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MoDEP</b>	Ministry of Development and Economic Planning
<b>MoU</b>	Memorandum of Understanding
<b>NGC</b>	National Grand Coalition
<b>NAB</b>	National Advisory Board
<b>NGO</b>	Non-Governmental Organisation
<b>ONS</b>	Office of National Security
<b>PWD</b>	Persons With Disabilities
<b>USAID</b>	United States Agency for International Development
<b>WFP</b>	World Food Programme

## ***Acknowledgement***

The development of the Caritas Sierra Leone (CSL) Strategic Plan (SP) 2020/2024 was a process made possible by a number of stakeholders and actors to whom we register our immense gratitude. The need for a plan for CSL was the initiative of the Catholic Bishops' Conference, the National Advisory Board (NAB) and the in Country Catholic Development Agencies (CDAs). The intention was for CSL to have a clear pathway for its intervention and the means to do so. It is gratifying to note this SP sets a new course for the future of CSL. Furthermore, It clearly articulates our vision and mission statements, core values, and established clear goals for the five-year operational period.

We were accompanied in our journey for the formulation of this SP by a number of stakeholders. In particular, I wish to acknowledge the technical back stopping provided by Antoine Sanno, (CRS Regional Technical Advisor, Partnership & Capacity Strengthening) for developing the scope of work for the consultancy of the Strategic plan. I would also like to thank Clare Gooding of CRS, Grace Jones of Caritas Freetown, and Philip Kamara of Caritas Makeni for playing a pivotal role in the recruitment of the consultants and their participation in the process.

We engaged the services of organizational management consultants, Mr. Abraham John, Mr. Christian Kamara and Mrs. Gloria Bayoh, who facilitated the formulation of the strategic plan. We appreciate the patience and flexibility of the consultants in organizing and facilitating several meetings with government and civil society partners, the donor community including USAID, EU, WFP, UNDP and leaders of the CDAs in Freetown. Regional consultative meetings were also organized with the Catholic Bishops in the four dioceses, Caritas staff and diocesan representatives in the archdiocese of Freetown, Dioceses of Bo, Kenema and Makeni for their input into the process. The nationwide stakeholder consultations were followed by staff retreat, regional and national validation sessions to harmonize and finalize the plan. Our deepest appreciation goes to the Diocesan Directors and all those who contributed to the discussions.

The staff retreat and final validation meetings were helpful in finalizing our vision and mission statements, the core values and the strategic pillars that guide the strategic direction of the organization. We appreciate and recognise the technical input of Mr. Samuel Zan Akologo, Executive Secretary, Department of Human Development and Caritas Ghana. His support during initial engagement with the consultants and his participation in the validation workshop in Freetown are deeply appreciated. Mary Kate Battle, the CRS Business Development Expert and Dennis Momoh, the Partnership Advisor have also contributed to this process. Paul Emes, the Country Representative of the Catholic Relief Services (CRS) Sierra Leone, has been very supportive of this strategic plan development, and has graciously availed his institutional financial and technical support to the process.

With this Strategic Plan in hand, the National Advisory Board members and the Diocesan Directorates can ensure that the mission statement is followed, the core values are respected, and that Caritas Sierra Leone's vision remains the focal point. The organization has made many strides and achieved significant accomplishments over the years. This Strategic Plan sets the way to build on those achievements.

William Dauda  
**National Director**

## ***Foreword***

The 2020-2024 Strategic Plan is the first to be formulated by CSL. It encapsulates the Catholic Bishops' Conference commitment to the institutional growth and relevance of CSL to better serve the Catholic Church and the people of Sierra Leone within the framework of the Catholic social teachings and the management standards recommended by Caritas Internationalis (CI) and endorsed by Pope Francis. Our commitment is exemplified in this five-year strategic plan effective 2020 contributed to by the staff of CSL MDAs, development partners, Civil Society Organizations (CSOs), a cross-section of UN Agencies and the CDAs in Sierra Leone. This commitment was in part prompted by social injustice, poverty and vulnerabilities endured by especially women, children and Persons With Disabilities (PWDs). The Catholic Church in Sierra Leone through CSL is poised to confront these challenges through interventions carefully laid out in the SP.

One outcome of the planning with the National Advisory Board and the CDAs in January 2019 was the need to hire consultants to facilitate the development of strategic plan with alignments to the strategic orientations of Caritas Africa, CI, Medium-Term Development Framework (2019-2023) of the Government of Sierra Leone and the Sustainable Development Goals (SDGs) of the United Nations. We are happy to note that this SP is a reflection of the alignments and policy frameworks.

A number of engagements and consultations at Diocesan and national levels were conducted in the formulation of the plan. The process afforded the opportunity for the stakeholders to express their views and recommendations on how to make CSL a self-sustaining, vibrant and relevant institution in serving the Catholic Church, communities and the people of Sierra Leone. The views expressed during the engagements have been translated into seven strategic pillars which will guide the work of CSL for the next five years effective January 2020.

The formulation of the strategic plan has been largely supported by the in-country CDAs composed of the Catholic Relief Services (CRS); Trocaire; Cordaid and the Catholic Agency for Overseas Development (CAFOD). These partners have not only provided the much-needed resources, but also guided the process with their technical input and participation in the discussions.

On behalf of the Catholic Bishops' Conference of Sierra Leone, I wish to express my sincere thanks and appreciation to all who contributed in diverse ways to the success of this work. I am particularly grateful to our CDA partners and in particular Country Representative of CRS and team for financial and technical support to the entire process.

I am very pleased to recommend this five-year Strategic Plan of CSL to the Government of Sierra Leone and development partners for support and collaboration especially where they align with policy frameworks, priorities or Country Programme of Action (CPA) as required. We pray that this plan and its hived activities will positively contribute to change the lives of the poor and the vulnerable in our communities.

**Most Rev. Henry Aruna**  
President Caritas Sierra Leone and  
Bishop of the Diocese of Kenema

## ***Executive Summary***

The Strategic Plan was prepared in response to CSL's increasing commitment to be self-sustainable, viable and to effectively respond to the needs of the vulnerable, the marginalised, bring justice to the poor and oppressed and

to increase individual liberty by reforming society through the teachings of Jesus Christ. The 2020-2024 SP is the first to be formulated by CSL. The Plan is predicated on the gospel and catholic social teachings based on integral human development; solidarity (recognition of the dignity of the human person and commitment to the common good of every individual); option for the poor; care for creation and nature and peace.

The Strategic Management Model was adopted in the formulation of the plan. The Model enhanced extensive consultations with the Bishops, staff of CSL, UN agencies, CSOs, MDAs and CDAs on the future role of CSL, institutional sustainability, effective governance, credible and respectful relationships between and among partners and the cascading of the work of the organisation to the church. In much the same vein, the engagements also centred on contemporary national and global developmental issues of concern to CSL. These include but not limited to: climate resilience, vulnerability, social exclusion, peace, justice, human capital development (poverty, health, and education), safeguarding and gender issues. The issues raised in the consultations were subsequently aligned to the Pope's *Laudato Si* on climate resilience, the strategic orientations of CA, CI, the UN SDGs and Sierra Leone's Medium-Term Development Framework (2019-2023).

The SP marks a new beginning for CSL. It provides the pathway for gradual transformation of CSL from an organization overly dependent on donors for core staff cost, weak monitoring and evaluation system, weak diocesan coordination, limited communication and connection between the Diocesan Caritas' and the parishes and of importance, the weak oversight responsibilities of the Bishops over the activities of the respective Diocesan caritas'. The theme of the SP, "**A new beginning to a brighter future**" is the mantra for the collective resolve by CSL to enhance good organisational governance and development, institutional sustainability through social enterprise investment, recapitalization of dead capital for income generation, innovative local fund raising through Caritas week in all Parishes and to ensure that no one is left behind. The pathways to a new beginning for CSL are reflected in the carefully formulated strategic pillars of this plan. They will guide the work of CSL for the next five years effective 2020. The 7 strategic pillars are:

**a. Strategic Pillar 1: Institutional capacity strengthening, sustainability and viability:**

**Objective:** An effective, efficient, financially sustainable and self-reliant organisation;

**b. Strategic Pillar 2: Integral and human capital development**

**Objective:** To rollout interventions for the eradication of poverty, inequalities, empowerment of communities and the holistic development of children, women, PWDs and youth through innovative means

**c. Strategic Pillar 3: Advocacy and influencing to support the work of CSL**

**Objective:** To ensure effective influencing and advocacy as an integral part of the work of CSL

**d. Strategic Pillar 4: Climate resilience, emergency and humanitarian crisis response**

**Objective:** To build climate resilience for all especially the vulnerable (including pastoralist, farmers and fishing communities) through collective climate change mitigation actions and to respond to humanitarian crisis with the means of CSL in Sierra Leone.

**e. Strategic Pillar 5: People driven governance, constitutionalism and rule of law**

**Objective:** Improved people-driven governance, constitutionalism and rule of law.

**f. Strategic Pillar 6: "Ensure no one is left behind" Peace, justice and non-discrimination**

**Objective:** To raise awareness on vulnerability, social exclusion and promote peace, national cohesion and justice in Sierra Leone

**g. Strategic Pillar 7: Migration flows and youth resilience**

**Objective:** Improved socio-economic status of disadvantaged youth and young people prone to local and international migration through entrepreneurial skills development and vocational training and migration flows halted

A number of outcomes in relation to each strategic priority are envisaged in the next five years. In addition, projections are made based on the assumption that CSL will receive the required technical and financial support especially from institutional funds from CSL, CA, CI, CDAs, international development partners and financing through Public Private Partnerships (PPP) within and outside Sierra Leone.

This strategic plan was finalised with projections of funds required to implement it. The projections based on SP are US\$ **15, 453,500** divided into an annual budget:

- a. Year 1 - 2020: US\$ 2,814,500;
- b. Year 2 - 2021: US\$4,131,000;
- c. Year 3:- 2022: US\$2,756,000;
- d. Year 4:- 2023: US\$2,824, 500;
- e. Year 5: -2024: US\$2,927,500

The summary matrix below clearly shows the budget per strategic pillar for every year:

<b>Strategic Pillar</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Totals</b>
<b>Strategic pillar 1:</b> <i>Institutional capacity strengthening, sustainability and viability</i>	1,089,000	1,981,500	976,500	977,000	984,000	<b>6,008,000</b>
<b>Strategic Pillar 2:</b> <i>Integral &amp; human capital dev.</i>	70,000	71,000	69,000	65,000	64,000	<b>339,000</b>
<b>Strategic Pillar 3:</b> <i>Advocacy &amp; influencing</i>	761,000	481,000	581,000	681,000	521,000	<b>3,025,000</b>
<b>Strategic Pillar 4:</b> <i>Climate resilience, emergency and humanitarian crisis response</i>	259,000	714,000	251,000	232,000	508,000	<b>1,964,000</b>
<b>Strategic Pillar 5:</b> <i>People driven governance, constitutionalism and rule of law</i>	81,500	73,500	73,500	79500	72,500	<b>380,500</b>
<b>Strategic Pillar 6:</b> <i>“Ensure no one is left behind” Peace, justice and non-discrimination</i>	234,000	205,000	190,000	185,000	165,000	<b>979,000</b>
<b>Strategic Pillar 7:</b> <i>Migration flows &amp; youth resilience</i>	320,000	605,000	615,000	605,000	613,000	<b>2,758,000</b>
<b>Totals</b>	<b>2,814,500</b>	<b>4,131,000</b>	<b>2,756,000</b>	<b>2,824,500</b>	<b>2,927,500</b>	<b>15,453,500</b>

## Part 1 - Our Corporate Identity - Our shared vision, core identity and values

### 1.2. Vision Statement

***“Inspired by the Gospel and the Catholic social teachings, Caritas Sierra Leone envisions a society where everyone exercise their fundamental human rights and live in dignity, free from poverty and social injustice irrespective of class status, gender or social orientation.”***

### **1.3. Mission Statement**

***“CSL’s mission is to empower men, women and children to fight poverty, social injustice, through advocacy, social mobilization and through provision of services for long-term development for vulnerable communities based on the Catholic Social teachings.”***

### **1.4. Core values**

We are guided by the principles of Catholic social teaching, Caritas Confederacy Management Standards and by our vision and mission statements. Our core values are:

- \* ***Solidarity***: We understand our call to work with the poor, vulnerable, needy and marginalized as a constitutive element of the gospel and human participation in the common good.
- \* ***Gender Equality and Equity***: We actively support women and men to have equal access to and control over productive resources and benefits as well as existing opportunities.
- \* ***Stewardship***: the Earth and all its resources are entrusted to all humankind. As true stewards of creation, Caritas members seek to act and to inspire others to act in an environmentally sustainable and responsible way, so that nature will be preserved for future generations;
- \* ***Mutual Trust and Honesty***: We have undivided belief and trustfulness in the way we relate to one another in what we do and how we do them;
- \* ***Integrity***: We are committed to prudent stewardship among ourselves, partners and clientele;
- \* ***Respect for human dignity***: We treat every human being with respect and compassion;
- \* ***Subsidiarity***: CSL work with the church realizing the principles of local autonomy and looking for effective means by using a united approach in the realization of our common goal.

## **Part 2**

### **1.1. Strategic Overview**



The 2020-2024 SP for CSL is the first to be formulated since its establishment in 1981 by the Catholic Bishops Conference of Sierra Leone. It exemplifies the resolve of CSL to respond to the human development challenges which includes but not limited to poverty reduction, social injustice, climate change and weak service delivery. However, CSL's response to the myriad of challenges shall be within the bounds of its capacity, available resources and the context in which it operates. This notwithstanding, CSL will utilise to the optimum, the goodwill and support of GoSL, Catholic Development Agencies (CDAs), CA, CI, international development partners, UN agencies, local and international organisations in the implementation of the SP.

The 7 strategic pillars are outcomes of extensive consultations with the Bishops and staff of CSL, parishioners, CDAs, UN Agencies, MDAs, development partners and CSOs on the future work of CSL for the next five years effective 2020. The outcome of key decisions and consensus reached during consultations were subsequently translated into the six pillars with linkages made to the strategic orientations of CA, CI and that of the UN SDGs and Medium-Term Development Framework of the GoSL. This was done with the view to create synergies, collaboration and partnership in the implementation of CSL's strategic plan.

The success of this SP hinges on the level of financial and technical support provided CSL in the first place and then by its development and professional partners. CSL should leverage its huge potential and innovatively transform it into tangible resources to fulfil its mission. This will be an adorable and remarkable feat unrivalled in the operations of CSL and the Catholic Church in Sierra Leone. The commitment of the partners to accompany CSL in the journey to institutional self sustainability is unwavering. CSL should grab this opportunity with a tight fist.

## **1.2. Methodology and processes**

### **a. Methodology**

The overarching adopted for the formulation of the SP was the Strategic Management Model (SMM). The Strategic Management Model was adopted in the formulation of the plan. The Model enhanced extensive consultations with the Bishops, staff of CSL, UN agencies, CSOs, MDAs and CDAs on the future role of CSL, institutional sustainability, effective governance, credible and respectful relationships between and among partners. Furthermore, the consultations centred on contemporary national and global developmental issues in the context of the work of CSL. The issues raised in the consultations were also found to be in tandem with the Pope's **Laudato Si** on climate resilience and the strategic orientations of CA, CI, the UN SDGs and Sierra Leone's Medium-Term Development Framework (2019-2023). In this regard, consensus was reached to align the work of CSL to that of the **Laudato Si** and strategic orientations of the partners and GoSL mentioned above. The outcomes of the alignments are reflected in the carefully formulated strategic pillars of this plan

### **b. Processes**

The following processes will guide the formulation of the SP:

#### **i. Literature Review:**

A number of documents including strategic frameworks of CA and CI for 2019/2023, Statute of CSL, Constitutions and statutes of the Diocesan Caritas were reviewed and analysis fed into the six strategic pillars of the SP.

#### **ii. Consultations with the Archbishop and Diocesan Bishops:**

This signalled the beginning of the preparatory phase for the SP. The consultant met with the Bishops and solicited their views on the way forward for CSL for the next 5 years effective 2020. Key recommendations for institutional strengthening and programmatic interventions he next four years were proffered for inclusion into the SP.

#### **iii. Roundtable discussion with CSOs and MDAs**

Round table discussions were held with CSOs, Ministries, Departments, Agencies (MDAs) and UN agencies. The discussions focused on critical and emerging issues like peace, justice national cohesion, safeguarding, human rights, inter-faith relationships and climate actions. The outcome of the engagement was fed into the strategic pillars.

#### **iv. Consultations with CDAs**



The CDAs were unwavering in their commitment to support CSL in its journey towards institutional sustainability and viability. CSL should utilise this great capital to optimum.

**v. Diocesan Caritas' Consultations**

Diocesan Caritas' and parishes immensely contributed to the development of the SP. They were passionate about the erosion of catholic social teachings in catholic institutions of learning and parishes; peace, justice and national cohesion, making Caritas relevant at the parish level and effective inter and intra Diocesan Caritas communication. Their views and recommendations and distilled in the SP.

**vi. International development partners and UN agencies**

The international development partners (EU and USAID) and UN agencies (WFP and UNDP) were consulted on their programme priorities. This was done with the view to help CSL align its strategic pillars to the CPAs of these institutions. Insights from the partners and UN agencies are all reflected in the strategic pillars of this SP.

**vii. Staff Retreat**

A two day staff retreat was held with Caritas Diocesan Directors, a cross-section of its staff and board members. The retreat helped to deepen their understanding of planning & the relevance of the SP in the work of CSL. It also provided the platform for the staff to comprehensive review CSL's Vision, Mission statements and Core Values.

### **1.3. Context Analysis**

The context analysis presents a broad overview of CSL's internal and external operational environment, national political landscape and socio-cultural context.

#### **1.3.1. Internal operational environment:**

**☐ Catholic Bishops' Conference**

CSL operates under the auspices of the Catholic Bishops' Conference of Sierra Leone. The Bishops Conference comprises of the Archbishop of Freetown and the Diocesan Bishops of Makeni, Bo and Kenema. The functions of the Catholic Bishops' conference are to:

- a. Serve as the Trustee of Caritas Sierra Leone.
- b. Appoint one of its members to be the Bishop Chairperson (Bishop Chair) of CSL;
- c. Delegate the day to day direction, supervision and oversight of CSL to the NAB;
- d. Appoint and terminate the National Director of CSL;
- e. Make recommendations/provisions when they deem it fit.

In addition to the above, the president of the Catholic Bishops' Conference of Sierra Leone serves as the legal holder of CSL and act on behalf of the Conference on all legal matters.

**☐ Bishop Chairperson (Bishop Chair) of CSL**

The Bishop Chair of CSL is tasked with the responsibility to oversee the day to day administration of CSL on behalf of the Bishops' conference. His other responsibilities include but not limited to the following:

- a. Ensure that the Statute and all other relevant policies of CSL are adhered to.
- b. Hold regular meetings with and receive reports from the National Caritas office and update the Bishops' Conference.
- c. Serves as the link person between the Bishops' Conference, Diocesan Offices, Major Religious Superiors and the National Office on national development issues;
- d. Convene and chair Caritas Country Meetings, Advisory Board meetings, National Assembly meetings and ensure the functioning of the Advisory Board;

**☐ National Advisory Board (NAB)**

The NAB is chaired by the Bishop Chair of CSL. It comprises the Secretary General of the Bishops' Conference, Director of National Caritas (who serves as the Secretary of NAB); a representative each of the Diocesan Caritas' nominated by the local ordinary (Diocesan Bishop), a representative from the Major Religious Superiors, one

financial adviser, One development adviser, two nominees from the Bishops' Conference and in attendance, Directors of Diocesan Caritas'. The responsibilities of the NAB include:

- a. Advise on policy decisions on CSL;
- b. Review organizational policies, structures, programs, strategic plans and budget.
- c. Provide technical advice on resource mobilization.
- d. Review and advice on financial reports of CSL.
- e. Review annual audit and evaluation reports and shall advice the Bishops' Conference.

#### ❑ National Caritas office

The National Caritas Office is headed by the National Director (ND) of CSL. The national Caritas Office exists to coordinate the activities and affairs of Caritas. The key responsibilities of the ND is to:

- a. Build and promote team work among Diocesan Caritas' without diminishing their autonomy.
- b. Serve as a coordinating office for Diocesan Caritas' for the promotion of the socio-pastoral mission of the Catholic Church in Sierra Leone.
- c. Promote organizational/ capacity development of Diocesan Caritas'.
- d. Work as the legitimate national authority with a national NGO status for and on behalf of CSL
- e. Maintain the NGO registration and fulfill the NGO laws and requirement imposed by GoSL

#### ❑ Diocesan Caritas Offices

The four Diocesan Caritas Offices are autonomous. They are headed by a Diocesan Bishop. Each Diocesan Caritas has an Advisory Board and a Director who mans the daily affairs of each Diocesan Caritas.

#### 1.3.2. External Operational Environment

##### Contemporary political and governance landscape in Sierra Leone:

Sierra Leone operates a presidential republic type of government wherein the President is both the Head of State and Government as well as the commander-in-chief of the Armed Forces. The executive powers of the President are exercised either directly by him or through his appointed Ministers and other appointees who are answerable to him. The President is elected by absolute majority vote through a two-round system.

Members of Parliament of Sierra Leone are elected through the first past the post system for a period of 5 years. There seventeen registered political parties in Sierra Leone but only four political parties and independent candidates are represented in parliament. Of this number of seats, the governing Sierra Leone People's Party (SLPP) currently has 58; All People's Congress (APC) 57; Coalition for Change (C4C) 8; National Grand Coalition (NGC) 4 and Independent candidates 3. There are also 14 Paramount Chiefs, one from each of the fourteen districts. In total, there are 132 Members of Parliament.

The 1991 Constitution of Sierra Leone requires "political parties to shape the political will of the people and to disseminate information on political ideas, and social and economic programmes of a national character'. The fulfilment of this constitutional mandate is a huge challenge. Political parties do not have any programme on governance and civic education rather than to field candidates for elections. Other challenges include: poor inter and intra-party cohesion, politically related violence, very low level female, PWDs and youth representations in the political party hierarchies.

In 2019, the GoSL with the support of its development partners formulated and launched the "Sierra Leone's Medium-Term National Development Plan 2019-2023. It aspires to improve the lives of Sierra Leoneans though education, inclusive growth and building of a resilient economy. The plan stands on eight clusters:

- i. **Cluster 1** - "Human capital development "
- ii. **Cluster 2** - "Diversifying the economy and promoting growth";
- iii. **Cluster 3** - "Infrastructure and economic competitiveness".
- iv. **Cluster 4** - "Governance and accountability for results".
- v. **Cluster 5** - "Empowering women, children and persons with disability".
- vi. **Cluster 6** - "Youth Employment".
- vii. **Cluster 7** - "Addressing vulnerabilities and building resilience".
- viii. **Cluster 8** - "Plan implementation ".

The eight clusters mentioned above if implemented will address a number of economic, social and development needs of Sierra Leone. It is in this regard that CSL's strategic pillars are linked to seven of the clusters of the national development plan.

#### ❑ **The Economy:**

Sierra Leone has a weak economy. The national economic freedom score is 47.5, making its economy the 167th freest in the 2019 Index. The country's overall score decreased by 4.3 points, with a steep plunge in fiscal health and lower scores for labour freedom, monetary freedom, and business freedom. However, there are overwhelming improvements in the tax burden, judicial effectiveness, and government integrity. Also, Sierra Leone is ranked 42nd among 47 countries in the Sub-Saharan Africa region, and its overall score is well below the regional and world averages. In an effort to move away from dependence on diamond production, Sierra Leone has taken measures to improve the regulatory framework, but the overall business environment lacks efficiency and transparency.

Much of the labour force employed in the informal sector. The top individual income tax rate has been cut to 15 percent, and the top corporate tax rate is 30 percent. Other taxes include goods, services, and interest taxes. The overall tax burden equals 12.2 percent of total domestic income. The combined value of exports and imports is equal to 79.4 percent of GDP. The average applied tariff rate is a relatively high 10.3 percent. Although there are improvements, the financial system remains in post-civil war recovery mode and lacks capacity. However, the government has taken some steps to improve the legal framework, tax administration, and public debt management to address pervasive corruption.

#### ❑ **Cultural:**

There has been progress in Sierra Leone in dealing with harmful traditional practices. The conversation on Female Genital Mutilation (FGM) is now a subject of public discourse and engagement led by CSOs. Hitherto, discussion on FGM was sacrosanct and a taboo to talk about by non-initiates and men. Considerable progress has been in tackling FGM. For instance, the Child Rights Act outlaws the initiation of girls under the age of 18. The push is for initiation to be by the full consent of the initiate. Additionally, a number of women's groups, traditional leaders, women village heads ("Mamie queens"), teachers, parents and even the traditional female initiators ("sowies") are now actively engaged in sensitizing communities in order to stop the uncontrolled circumcision of girls under the age of 18.

There is an encouraging amplification of voices for a national commitment to increase women's participation in governance processes. The main threat is the fear of changing power relations between women, men, and existing traditional practices that continue to ensure women's subordination. A key strength to be drawn upon to address these challenges is the encouraging attitude of men towards women's participation in governance.

#### ❑ **CSOs:**

The general principles of Sierra Leone's 1991 Constitution is supportive of civil society. However, there are a huge overhang of laws, and administrative procedures that are not 'civil society' friendly. These include The Public Order Act of 1965 that impinge on freedom of association; and the official secrecy provisions in the Civil Service's General Orders make it very difficult to obtain information from public officials and institutions.

There are attempts by GoSL to control the operations of CSO. In 2018, the Development Cooperation Framework (DCF) was submitted to the Cabinet of GoSL. There are numerous provisions in the DCF that impose severe restrictions on the operations of Non-Governmental Organizations (NGOs). The DCF for instance provides that "assistance channelled through NGOs must be aligned to national priorities." This may result in preventing funding to projects that do not align to national priorities such as good governance, advocacy and human rights. In view of this, there is a widespread view that the provisions of the DCF are draconian and an attempt to muzzle the operations of CSOs.

## Part 3 – SWOT analysis



## Strengths, Weaknesses, Opportunities and Threats

An internal review of CSLs' Strengths, Weaknesses, Opportunities and Threats (SWOT) was conducted. We reflected on the strengths of CSL which was analysed as a strong organisational capital. As a major strength, we articulated the transformative changes prompted by CSL to the vulnerable, deprived communities, survivors of EVD, women and children and PWDs.

We had the opportunity to also reflect on our weaknesses. There was consensus that since the weaknesses were internal to CSL, there was need for a collective to surmount the weaknesses through innovate ways encapsulated in this strategic plan. The opportunities and threats were external forces outside the control of CSL. However, the lessons learnt will help to maximize future opportunities and develop safeguards against threats.

Strengths	Weaknesses	Opportunities	Threats
Existed as an organisation since 1975	Real estates do not generate sustainable income streams	Goodwill of the CDAs to support the institutional growth of CSL	Harsh draft NGO policy
Trustees with the pedigree & credibility for organisational governance & leadership	Poor salaries and allowances for core CSL staff	Country Programme of Actions (CPAs) of international development partners and UN agencies are akin to the strategic pillars of CSL	National corruption perception hinders confidence in national institutions
Governance processes are based on a Statute or constitution	Weak record keeping and documentation system	Credible CSOs willing to collaborate with CSL on advocacy actions on critical nat. issues	National political tentions and challenges to national cohesion
Nationally structured governance system	Little or no effort in schools and parishes on the Catholic social teachings	Existence of Sierra Leone's Medium-Term National Development Plan (2019-2023) as a policy framework for national development.	Climate change, Outbreak of epidemicsand global warming are potential threats to the work of CSL
A membership organisation with a national spread spread	Weak or little coordination and collaboration of Diocesan Caritas'	Goodwill of international NGSs, CA and CI to support the work of CSL	Competing demands for limited funding opportunities from Int. Dev. Partners
A large pool of human resources	Weak uniformity in the contents of the constitutions/statutes of the Diocesan Caritas'		
Available office spaces to host staff of Caritas	Weak resource mobilization		
Long standing relationship & collaboration between Diocesan Caritas of Sierra Leone & Int. Dev. Organisations	Weak intra & inter-diocesan communication		
	Weak staff motivation		
	Weak maintenance culture		

## Part 4



### 3.1. **Mental Mode for institutional sustainability and viability**

Caritas Sierra Leone has reached the realization that organisations that continually depend on external support for its activities cannot survive far too long in this day and age. CSL has existed for forty-four years now and its leadership is braced to meander through the challenges of institutional sustainability, relevance and viability. The journey towards a self-sustaining institution is tortuous but achievable. It begins with the shift towards a meaningful mental mode for institutional sustainability. The mental mode is geared towards a shift away from institutional practices and culture steeped in over dependency on external actors for the very existence of CSL.

A key driver towards a positive mental mode is for CSL to appreciate the need to recapitalize its dead capitals. The Diocesan Caritas' are renowned for their facilities, assets and properties with huge investment potential. Unfortunately, most of the facilities and properties yield far below their optimal revenues. Simply put, the dead buildings, underutilised facilities and huge logbook of unexploited assets if properly harnessed should support, largely, the operations of CSL. In the mist of all its resource rich assets, CSL finds it extremely challenging to underwrite the salaries of its core staff. The scenario has to change. One way through is for CSL to clearly distinguish between charity and humanitarian work on one hand and social enterprise and investment on the other. In this regard therefore, CSL should resolve to make tough choices by shifting away from doing business as usual to strategically focus on innovative ways of mobilizing/generating resources through social enterprise initiatives and Public Private Partnerships (PPP) within and out of Sierra Leone.

CSL looks forward to strong partnership and mutual accountability. They are resolved to experience partnerships that are not an end in themselves but one that exist to strengthen the capacity of CSL to be a viable institution. Furthermore, the results of the partnerships should be relevant and sustainable in the long term. Partnership should shift away from principal-agent relationship (donor-recipient), in which the principal holds authority and the latter is simply a receiver of support. This also has to change. CSL is now fired up towards a mental mode for a mutually beneficial type of partnership and relationship. The CDAs and development partners on the other hand are resolved for a partnership wherein they (CSL and CDA or CSL and development partners) will join resources for interventions that are of mutual interest. However, ethics and principles should remain high on the agenda of the partnership because they enhance the degree to which ownership, power and commitment are respected and shared.

### 3.2. **Operational Model**

#### a. **Administrative Arrangements**

The operating model is about the mechanics of how CSL does its work as an independent development and humanitarian arm of the Catholic Church in Sierra Leone. CSL was established in 1975 and officially registered with the Government of Sierra Leone in 1980 by the Catholic Bishops of Sierra Leone. It exists to promote the social teachings of the Catholic Church inspired by the Gospel values. In fulfilment of this therefore, CSL helps to amplify voices on social inequalities, the marginalised and the oppressed. CSL also supports pro-poor initiatives for the vulnerable and the marginalised especially women, young girls, PWDs and children in local communities at the national level.

CSL is a highly structured organization. At the apex of the organizational structure is the Bishop's Conference which also serves as the Trustee of CSL. The Bishop's Conference comprises the Archbishop of Freetown and the Diocesan Bishops of Makeni, Bo and Kenema. The key functions of the Bishops' Conference include the appointment of one of its members serve as the Bishop Chairperson (Bishop Chair) and in that regard, provide the day to day direction, supervision and oversight of the organization and its National Advisory Board. They also appointment and terminate the services of the National Director of CSL. The administrative arrangements of the organization are guided by the "**Statute for Caritas Sierra Leone.**"

## Part 5 - Strategic Pillars



The overall goal of this SP is to identify and develop strategic directions that will guide the work of CSL, enhance its capacity to respond to the needs of its clientele and marginalised communities within the framework of the Catholic social teachings, UN SDGs, the strategic orientations of CI and CA and the MTFD of GoSL.

### **Pillar 1: Institutional capacity strengthening, sustainability and viability of CSL**



The delivery of CSL's charity, humanitarian and development work is contingent upon a strong, credible and competent organisation. In this vein, Pillar 1 aligns with CI's management standards, laws and ethical codes. In addition, pillar will draw inspiration from Article 1.3 of CIs' Internal Rules which prescribes that: "Member organisations must meet minimum standards of governance, organisational infrastructure, financial viability and accountability, and compliance with ethical codes of conduct, as decided by the Representative Council. In this regard, there must be a paradigm shift from doing business as usual to addressing several distinct, yet connected strategic actions. These among others include: staff capacity development, revitalization of dead capital; building rigid systems and processes congenial to partnership and investment; transformative leadership; social impact investment, strengthening of existing partnerships and forging new ones. Accordingly, CSL aligns its institutional capacity strengthening to strategic orientation 1 in the strategic framework of CA (2019-2023) and that of strategic orientation 5 CI's strategic framework (2019 -2023).

The strategic objective of this pillar is: *A financially sustainable, viable and self reliance of CSL.* Under this strategic objective, CSL will engage in investments through effective partnership for social enterprise development, PPP and BOT. The achievements will be benchmarked against the outputs outlined in the log frame.

### **Strategic Pillar 2: Integral and human capital development**



Integral Human Development within the context of Caritas is about the holistic development of the human person, covering all aspects of life: social, economic, political, cultural, personal and spiritual. Integral Human Development strikes at the heart of the Catholic social teachings further encapsulate in the vision and mission statements of CSL. As the overarching pillar of CSL's work, it will draw inspiration from the strategic orientations of CA and CI relating to integral human development in their respective strategic frameworks for 2019/2023. This pillar will relate to a number of clusters and sub-clusters in Sierra Leone's Medium-Term National Development Plan (2019-2023).

### **Strategic Pillar 3: Advocacy and influencing to support the work of CSL**



The advocacy and influencing pillar is critical to the successful outcomes of all the pillars of the SP and it will enhance CSL's structured relationship with GoSL, CSOs, volunteers, parishioners and international development partners. More importantly, CSL will provide the leadership in coordinating and collaborating with CSO on strategic national issues or negative practices that require change. To this end, CSL will ensure that its advocacy interventions effective and it will at all times:

- a. Clearly articulates the problem or issues for advocacy;
- b. Offers positive and credible alternatives
- c. Is directed at those with the power to make changes
- d. Has clear goals and measurable objectives
- e. Is a long term process, not a one off event or output
- f. Is a means to achieve a goal, not an end in itself
- g. Follows through to ensure policy changes lead to improvements in practice
- h. Is based on a belief that change is possible – and inspires others to feel the same

**Strategic objective: To ensure effective influencing and advocacy as an integral part of the work of CSL** The achievements of this pillar will be benchmarked against core outputs outlined in the log frame.

### **Strategic Pillar 4: Climate resilience, emergency and humanitarian crisis response**



Sierra Leone “is ranked as the third most vulnerable to climate change in the world<sup>1</sup>”. The ranking placed the country in a high risk category for the effect of climate change. Justifiably therefore, CSL will rollout interventions to build climate resilience. The key national policy reference for CSL's intervention on climate resilience is cluster 7 of Sierra Leone's Medium-Term National Development Plan 2019-2023 which focuses on addressing vulnerabilities and building climate resilience. This pillar is also inspired by Pope Francis' Encyclical on the climate - **Laudatory Si**. CSL will align this strategic pillar to that of strategic orientation 3 of

CA and CI (2019-2023) on climate resilience. Furthermore, CSL has created nexus between this pillar and the UN SDG 13 anchored on climate action. The plan has created the nexus between climate resilience, emergency and humanitarian crisis, disaster, and its attendant consequences for the survival, dignity and livelihood of vulnerable communities.

The strategic objective of this pillar is: to build climate resilience of all especially the vulnerable and to *respond swiftly, effectively, efficiently to emergency and humanitarian crisis with the means of CSL in Sierra Leone*. The achievements of this pillar will be benchmarked against core outputs outlined in the log frame.



#### **Strategic Pillar 5: People driven governance Constitutionalism and service delivery**

CSL is aware that good governance, democratic consolidation and rule of law remain one of the topical and recurring issues in Sierra Leone today. Apparently, these concepts have been flouted by those entrusted with political power and management of state resources. The country also suffers from the lack of respect for the rule of law. Although the country is endowed with an abundance of natural and mineral resources, there is pervasive poverty due to lack of good governance. During the next four years, CSL will seek solidarity and collaborate with its partners and CSOs to raise citizens' awareness, empower and support them to take the lead to demand for good governance, democratic consolidation and the wellbeing of the citizenry at every level of governance. These will be in line with the African Union (AU) Charter on Democracy, Elections and Good Governance, AU Agenda 2063; ECOWAS Protocol on Democracy and Good Governance and strategic orientation 3 of the strategic framework of Caritas Africa (2019-2023).

#### **Strategic Pillar 6: UN SDG principle of “Ensure no one is left behind”, justice and national cohesion and human rights**



This strategic pillar will contribute to the fulfilment of UN SDG 10 (reduced inequalities), CI strategic orientation 2 on saving lives and rebuilding communities. This pillar aligns with UN SDG 10 and UN SDG 16 (peace, justice and strong institutions) on one hand and strategic orientation 1 and 3 of CI and strategic orientation 3 of CA, Sierra Leone Truth and Reconciliation Commission (TRC) Report, cluster 4 on governance and accountability for results in the Sierra Leone's MTNDP (2019-2023). Inclusive, equality-driven, participatory, accountable, non-discriminatory – are all elements present in the principles of peace, justice human rights. An unequal and unjust society is a recipe for disenchantment and ultimately violent conflicts. The concept of “Ensuring no one is left behind” is critical and relevant to Pope Francis' speech in which he defined service to mean “... working beside the neediest of people, establishing with them first and foremost human relationships of closeness and bounds of solidarity.”<sup>2</sup>

Sierra Leone need peace build initiatives to maximize the benefits of national development, economic growth, access to justice and respect for all human rights. In much the same vein, without a foundation of peace and order, it's hard to get much of anything else done. In this strategic cycle, CSL will advocate and engage state actors, CSOs, political parties, Paramount Chiefs and other community leaders for national cohesion and de-escalation of national tensions that may have the propensity to transform into violent conflicts.

<sup>1</sup> Inter-governmental Panel on Climate Change, 2014

<sup>2</sup> Pope Francis (Speech 10.09.2013 – Caritas Internationalis Strategic Framework: 2019-2023)



The strategic objective of this pillar is: ***To promote the UN SDG principle of “Ensure no one is left behind”, peace, national cohesion and justice in Sierra Leone.*** The achievements of this pillar will be benchmarked against core outputs outlined in the log frame.

#### **Strategic Pillar 7: Migration flows and youth resilience**



CSL is aware of the nexus between migration flows and the lack of opportunities for youth and young people at the national and sub-regional levels. In this regard, CSL commits itself to raise awareness and sensitize youth and young people about the dangers relating to the perilous journey across the Sahara desert and the Mediterranean Sea to seek greener pasture that is nowadays not readily available in Western Europe and other parts of the world. In response to the migration flows, CSL will design a number of interventions as a means to respond to the urgent need to provide sustainable livelihood opportunities to vulnerable young people. CSL will also embark on advocacy initiatives for greater youth participation in local and national decision making on the issues of employment creation and vocational education.

The strategic objective of this pillar is: *Improved socio-economic status of disadvantaged youth and young people through entrepreneurial skills development and vocational training and migration flows reduced or halted.* Under this strategic objective, CSL will engage with the relevant partners. The achievements of Pillar 6 will be benchmarked against core outputs outlined in the log frame.

## Part 6: Dissemination and engagement on the Strategic Plan

The CSL 2020/2024 SP is not meant to remain on the shelves in the offices of CSL. To this end, the national office in collaboration with the Diocesan Caritas offices will embark on a dissemination and engagement of Dioceses and parishes on the content and implementation strategies and processes. This will be done with the view to engender ownership, inclusivity and participation. Furthermore, the dissemination process raise awareness at the Diocesan and parish levels the transformational trajectory of CSL from a weak and over dependent institution to one that strives for institutional sustainability and visibility.

### 6.1. Dissemination activities and messages

CSL will formulate and convey them through the dissemination activities. The messages will explain the rationale for the SP and the targets set to be achieved periodically. All messages designed should be positive, persuasive, clear, simple and focused.

### 6.2. Communication plan

- i. With communication being such a prominent driver, it will be pertinent for CSL to develop a communication plan for the dissemination of the Plan. An effective communication plan ensures the SP is disseminated to specific and target audiences.
- ii. The dissemination will follow four main strategies, in which communication contents and channels are tailored to different target groups: Diocesan parishes; CSOs; local and international development partners and GoSL. The dissemination strategies will include:
  - a. Delivery of key messages directed at targeted stakeholders/audiences;
  - b. Define the targeted audience to disseminate a specific strategic pillar;
  - c. Plan a list of activities for achieving the aims above;
  - d. Monitor and evaluate the impact and effect of the dissemination;

### 6.3. Dissemination plan

No	Activity
<b>Develop an action plan for the dissemination and engagement on the plan which should include the following:</b>	
1	National launch the CSL Strategic Plan
2	Regional/Diocesan launch of the strategic plan to engender local ownership of the document
3	Prepare and print abridge version of the strategic plan for dissemination
4	Prepare talking points for each targeted audiences for the dissemination of the plan <ol style="list-style-type: none"> <li>a. Diocesan Parishes</li> <li>b. Volunteers and lay leaders</li> <li>c. CSOs</li> <li>d. Diocesan Board Members</li> <li>e. Parish Priests</li> <li>f. Parishioners</li> <li>g. Communities of interventions</li> <li>h. Beneficiaries</li> </ol>
5	Organise radio and TV discussion programmes to sensitize communities on the CSL strategic plan
6	Organise annual national donor conferences on the strategic plan
7	Organise annual business investment forums with the view to establish partnership and collaboration for investment

### 6.4. Other dissemination channels

The CSL SP will be disseminated through:

- i. Electronic mailing lists of all personnel and interested parishioners of CSL;
- ii. Focus Groups at Diocesan and parish levels on the content and implementation of the plan;
- iii. The worldwide web
- iv. Frequent church news bulletins/news and updates to keep the parishes;
- v. Advocacy and other events

## Part 7 – Risks, assumptions and mitigation measures

The key risks and assumptions underpinning this plan are plotted on this table and along them relevant mitigation measures using the PESTLE paradigm.

Aspect	Risk	Assumptions	Mitigating factors
Political	<ul style="list-style-type: none"> <li>Shrinking civic space due to the draconian Development Cooperation Framework (DCF);</li> <li>Increased insecurity</li> <li>Increased political tension</li> <li>Hostility towards civil society;</li> </ul>	<ul style="list-style-type: none"> <li>GoSL will not approve and implement the DCF;</li> <li>There be peace &amp; national cohesion involving all national actors</li> <li>There will be an enabling environment in the operations of CSOs.</li> </ul>	<ul style="list-style-type: none"> <li>Public Interest advocacy to negotiate a review of the DCF</li> <li>Map political/violent conflict hotspots and engage in conflict resolution interventions</li> <li>Identify and collaborate with local &amp; international allies for strategic peace paths.</li> </ul>
	<ul style="list-style-type: none"> <li>Non-cooperation by relevant state &amp; non-state actors to support the work of CSL;</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation by relevant state &amp; non-state actors to support the work of CSL</li> <li>Int. partners will be receptive of CSL's interventions</li> </ul>	<ul style="list-style-type: none"> <li>Identify alternative partners &amp; countries.</li> <li>Identify strong partners.</li> <li>Needs assessments for solidarity and collaboration.</li> </ul>
Economic	<ul style="list-style-type: none"> <li>Withdrawal/reduction in donor funding.</li> <li>Rising inflation – food prices and cost of living</li> <li>Increased gap between rich and poor leading to increased violence.</li> <li>Government noncompliance with service delivery commitments</li> </ul>	<ul style="list-style-type: none"> <li>Policies of Britten-woods institutions policies towards S/Leone remain positive.</li> <li>There will be economic stability in S/Leone.</li> <li>Donor funding conditions remain favourable.</li> <li>There will be adequate resources to support SLMTD F;</li> <li>Nat. efforts against corruption &amp; impunity are sustained.</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for GoSL to continue its pursuance of pro-people trade negotiations;</li> <li>Advocate for pro-people social &amp; economic policies.</li> <li>Diversify sources of income;</li> <li>Civic education that links governance to economic rights and addresses inequality and discrimination.</li> </ul>
Social	<ul style="list-style-type: none"> <li>Dissatisfaction among the youth for lack of opportunities to enhance their resilience</li> <li>There may be increase in teenage pregnancy &amp; more girls will drop out of school</li> </ul>	<ul style="list-style-type: none"> <li>GoSL will provide job opportunities to youth and enhance their resilience</li> <li>There may be adequate social protection &amp; community sensitization on dangers of teenage pregnancy</li> </ul>	<ul style="list-style-type: none"> <li>Undertake advocacy and strategic engagements with the MYA &amp; NYC to support livelihood skills for youth</li> <li>Engage GOSL and CSOs on the dangers of teenage pregnancy</li> <li>Advocate for passage of the Gender Equality Bill into Law</li> </ul>
Technological	Hackers may develop new intrusion techniques that current technology cannot detect.	<ul style="list-style-type: none"> <li>Technological systems required will be available;</li> <li>Sufficient technical assistance and networking with relevant partners.</li> </ul>	<ul style="list-style-type: none"> <li>CSL will network with relevant national and global partners for its ICT needs &amp; keep abreast of the most modern firewalls.</li> </ul>
Legal	<ul style="list-style-type: none"> <li>Resistance to pass the Gender Equality Bill into law.</li> <li>MP may pass laws that may roll back gains in the democratic and human rights;</li> <li>GoSL may not be responsive to the legal reforms needs of the country</li> </ul>	<ul style="list-style-type: none"> <li>The Gender Equality Bill may be passed into law;</li> <li>Progressive laws may be passed that will consolidate the democracy and human rights gains;</li> <li>The Law Officers Department may be responsive to the legal reform needs of the country</li> </ul>	<ul style="list-style-type: none"> <li>Engage in advocacy, public education and campaigns for the passage of the gender equality Bill into law.</li> <li>Build alliances and collaborate with CSOs and other actors for an increased output of the Law Reform Commission and Law Officers Department</li> <li>Advocate for the increased indep. of the judiciary</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>Environmental issues may continue being given a peripheral focus by state actors.</li> <li>Powerful economic interests (including Multi-national Corporations) may bribe their way out of tough environmental regulatory measures &amp; hence continue with environmental degradation habits.</li> </ul>	<ul style="list-style-type: none"> <li>There will be a change of attitude towards environmental issues and hence a more robust approach to environmental resilience;</li> <li>There will be better enforcement of environmental laws &amp; policies where these exist and the enactment of the same where none exists.</li> </ul>	<ul style="list-style-type: none"> <li>Make environmental rights mainstream by highlighting the negative consequences of environmental degradation;</li> <li>Lobby for Anti-Corruption Commission to monitor the activities of environmental agencies like EPA to ensure that they do not permit environmental degradation</li> </ul>

## Part 8: Risk Matrix

The risk matrix will be used in conjunction with the SWOT and PESTLE analyses in the SP. The Bishops' Conference, Bishops Chair, NAB and Diocesan boards may find the matrix useful when assessing areas of risk, for example when planning a new project or undertaking a huge capital investment. The level of risk should be measured by both the likelihood of something occurring and the severity of impact if it were to happen. The risk matrix can subsequently be used as a risk register for monitoring and review of risk throughout the life of the SP.

### Risk matrix

Areas	Risks	Likelihood	Impact	Controls
Reputation	A real or perceived link with partisan politics by the public, CSOs, international development partners and the public damages CSL's reputation.	Low	High	<ul style="list-style-type: none"> <li>▪ CSL to develop and implement a policy on political neutrality</li> <li>▪ Personnel of CSL to subscribe to CSL's commitment to political neutrality</li> </ul>
Financial/ Criminal	Financial loss, fraud, money laundering,	Low	High	<ul style="list-style-type: none"> <li>▪ Rigid financial policy and systems including periodic internal audits</li> <li>▪ Clear responsibilities &amp; segregation of duties</li> <li>▪ Develop &amp; implement a fraud policy</li> <li>▪ monitor exchange rate losses or gains and review impact on expenditure and income</li> <li>▪ Use appropriate bank accounts &amp; procedures</li> <li>▪ Regular budget monitoring and forecasting and grant management</li> </ul>
Security	<ul style="list-style-type: none"> <li>▪ .Obstacles to the effective delivery of services.</li> <li>▪ political instability,</li> <li>▪ Hostile CSO regulations.</li> </ul>	Medium	High	<ul style="list-style-type: none"> <li>▪ Periodic security risk assessment</li> <li>▪ Crisis management policy and procedures</li> <li>▪ Health &amp; safety and security training</li> </ul>
Climate change	Climate change and its impact on vulnerable communities	Medium	High	<ul style="list-style-type: none"> <li>▪ Support communities on climate resilience;</li> <li>▪ Regular sensitization on climate resilience</li> </ul>
Thriving economy, laws and policies for business environment	Weak economy, high inflationary rates, high interest rates	High	High	<ul style="list-style-type: none"> <li>▪ Advocacy for a thriving business environment</li> <li>▪ Advocacy for reforms of laws and policies for a competitive business environment</li> </ul>
Donor confidence in local CSOs/NGOs	Widespread perception about corruption in Sierra Leonean society	Medium	High	<ul style="list-style-type: none"> <li>▪ Credible international NGOs to serve as intermediaries between local NGOs and donors;</li> <li>▪ Strong anti-corruption laws and policies</li> </ul>

## Part 9 – Monitoring, Evaluation and Learning (MEL) and Knowledge Management

### 7.1. MEL

The Monitoring, Evaluation and Learning (MEL) framework will be adapted to suit the monitoring and evaluation of the SP, programmes/projects, investments and enhance Knowledge Management (KM). The combined systems will support the systematic monitoring and evaluation and serve as a guide to measure the performance of the SP for accountability, informed decision-making and learning. The Framework serves as a pathway for monitoring and evaluation and clarifies the following;

- What is to be monitored and evaluated?
- The activities needed to monitor and evaluate
- Who is responsible for monitoring and evaluation and learning?
- How do we measure impact?
- When monitoring and evaluation activities are planned (timing)?
- How monitoring, evaluation and learning are carried out (methods)?
- What resources are required and where will they be committed?

It is envisaged that CSL will put in place a robust national M&E system that will cascade from the national to Diocesan levels especially for national projects and vice versa. Evidence-based monitoring and evaluation of the SP will be relevant in order to provide reliable information to the Bishops Conference, NAB and diocesan boards and partners on the impact, relevance and performance of the SP.

### 7.2. MEAL Framework

- Monitoring:** The national office of CSL will have the primary responsibility to carry out monitoring periodically. This will be supported by the Bishops Chair. The NAB would also be involved in monitoring, by reviewing reports and providing feedback on the progress achieved or otherwise.
- Evaluation:** The primary responsibility for evaluation of the SP, programmes and projects lies with the Bishops Chair. The Bishops Conference through the Bishops Chair will provide the necessary oversight responsibilities for all evaluations of the SP, programmes and projects. The respective Caritas Diocesan Boards will also provide support to the Bishops Chair in the overall evaluation of the SP, projects and programmes.
- Learning:** The national office of CSL will lead and facilitate learning activities relating to the implementation of the SP, projects and investments. Periodic reports, analysis and projections of businesses and projects assessed, supervised, monitored and evaluated should be circulated to all stakeholders including the Bishops Chair, NAB, Directors, Diocesan Boards, parishes and beneficiaries. The reports, analysis and projections should provide a clear understanding of how the interventions and investments are all contributing to the vision and mission statements and over all institutional objectives of CSL

### 7.3. Knowledge Management

Knowledge Management (KM) is the process of capturing, creating, storing, sharing, and effectively using knowledge. Therefore, the KM system for the strategic cycle will cut across all areas of work of CSL and to this end, collaboration is key. KM cuts across M&E, research, planning, practice, administration, learning and supports the achievements of organizational objectives. It also helps with capacity development and information sharing for informed decision making.

The implementation of a KM system is against the backdrop that CSL operates in a competing environment and constantly need to be competitive. To this end, an effective and enduring KM system is a critical pathway to make CSL a viable and competing organization.

### 7.3.1. Objectives of a KM system for CSL

- i. To support personnel and volunteers of CSL for better work output and help them grow professionally.
- ii. To lower costs of time and resources by preventing the reinvention of the wheel all the time;
- iii. To eliminate deficits caused by repeating the same mistakes.
- iv. To increase institutional relevance by innovating and creating new capabilities at the institutional level;
- v. To make CSL a leading organization in documenting and sharing knowledge to a variety of stakeholders;
- vi. To increase income generation by stimulating the flow of ideas for investment;
- vii. To increase win rate by improving the proposal development processes;
- viii. To increase engagement quality with local and development partners;

### 7.3.2. Strategies for effective KM system for CSL

- i. **Motivation:** The national office of CSL put in place a system to measure and reward collaboration (within and among dioceses and parishes), sharing, capture, and reuse of learning and knowledge;
- ii. **Networking:** Encourage Diocesan Directors to put in place systems for programme/project staff, M&E Officers and parishioners to network or collaborate in the implementation of projects and together capture and document learning. The practice will be replicated at the national level wherein the national office will coordinate Diocesan Directors to collaborate on national projects and also capture and document learning from interventions;
- iii. **Supply:** Develop a system for a repository of policies, manuals, MoUs, evaluation reports and project proposals among others in national office. This can serve as a clearing house wherein staff and members to seek knowledge and access information;
- iv. **Analyze:** Identify patterns and trends in previous work, and select proven practices from the collected stories or reports.
- v. **Codify:** Develop standard processes to follow and ensure that quality data and information are part of reports and documents;
- vi. **Disseminate:** make it easy for every Dioceses and interested parishioner to find reusable content, methods, tools, templates, techniques, and examples;
- vii. **Act:** Follow the standard processes, and reuse proven practices on new opportunities. Also employ partner feedback on every intervention or opportunities;
- viii. **Invent:** Use partner and beneficiary feedback to improve existing interventions and initiate new ones;
- ix. **Augment:** The national office and Diocesan Directors to put in place a system to assess the specialties and interests of the NAB and Diocesan Boards and deliver important information relevant to their work or support at the time of need.

### 7.3.3. Monitoring and evaluation

This will focus on the capturing and measuring KM access, sharing and use within CSL. The progress of implementation of knowledge management activities may be monitored closely through:

KPI	Indicators	Measurable indicators	Outcome indicator(s)
<b>KPI 1</b> – Capture of data, information & knowledge products	Level of functionality & effective use of KM products	Data capture Development & use of KM & products	Increased awareness and knowledge of the work & interventions of CSL
<b>KPI 2</b> – KM systems developed & integrated for optimal performance;	Quality of CSL website, social media, databases & national repository developed;	1 CSL website, CSL WhatsApp groups, 1 repository (documents, video, pictures)	
<b>KPI 3</b> – KM activities are monitored for overall effectiveness;	Level of dissemination of learning, access & feedback	Dissemination, Social Media monitoring & Feedback	

## MEL Matrix

MEL framework for CSL					
I. Performance Monitoring: <i>to determine if interventions are progressing according to plan and to obtain regular feedback on the progress being made in the implementation of the SP</i>					
	Purpose	MEL Event with Data Collection Methods	Time or Schedule and Frequency	Expected product	Responsibility
Routine Process monitoring	To track progress and targets on the individual projects hived out of the SP	Regular field sites monitoring visits and use of designed monitoring tools for Diocesan Caritas'	Monthly	Periodic reports	Diocesan Caritas'
High frequency monitoring	To provide responses or risks to projects and or investments of CSL	Real time monitoring with the relevant ICT device.	Quarterly	Situation updates and reports and analysis	National Office of CSL
Results Oriented Monitoring (ROM)	To see progress on outputs and indicators at national and diocesan levels	Field sites visits and review of reports submitted by Diocesan Caritas	Periodic	Report	National Office of CSL
Performance Reporting	To provide programme/project level and progress of investments to the Bishops Conference, NAB, development partners and Diocesan Caritas'	Reports generation	Quarterly & Annual	Quarterly and Annual Reports	National Office of CSL



## Reporting and dissemination Plan for MEL products

The matrix clearly outlines the various monitoring and evaluation products and how they will be disseminated, target audience and timeframes.

Reporting and dissemination Plan for MEL products			
Monitoring and Evaluation Products	Target Recipients/Audience	Period/dates	Strategies for dissemination
<b>Baseline Reports</b>	Bishops Chair, NAB, Diocesan Boards and Directors, staff and other stakeholders	Within 6 months from roll-out of the SP & national projects	Results presentations and sharing of the final report with stakeholders
<b>Quarterly Progress reports</b>	Bishops Chair, NAB, Diocesan Boards and Directors, staff and other stakeholders	Quarterly	Sharing of the final report with stakeholders including Bishops Conference, Bishops Chair, Partners, NAB, Diocesan Caritas'
<b>Field Monitoring visits reports</b>	National Director and programme staff of Diocesan Caritas'	After every monitoring visit	Sharing of the final report with ND and staff
<b>Annual review &amp; Lessons Learnt Reports</b>	Bishops Conference, Bishops Chair, Partners, NAB, Diocesan Caritas'	Annual	Workshop presentations and report sharing
<b>Annual Review Reports</b>	Bishops Conference, Bishops Chair, Partners, NAB, Diocesan Caritas'	Annual	Sharing of final report with stakeholders including Bishops Conference, Bishops Chair, Partners, NAB, Diocesan Caritas'
<b>End line Reports</b>	Bishops Conference, Bishops Chair, Partners, NAB, Diocesan Caritas'	At national project/programme completion	Presentation of results and sharing of final report with stakeholders Bishops Conference, Bishops Chair, Partners, NAB, Diocesan Caritas'

## Appendix 1 – Log frames

### Strategic Pillar 1 – Institutional capacity strengthening, sustainability and viability

Results framework	Indicators	Means of verification	Risks & assumptions
Strategic objective: To improve the organisational sustainability, effectiveness and efficiency of CSL as a viable institution.			
<b>Output 1:</b> Strategy Implementation action plans and resource mobilization plans diversified & resources secured for national & Diocesan Caritas'	<ul style="list-style-type: none"> <li>Percentage of resources mobilised and utilised;</li> <li>Percentage of resources secured for CSL</li> <li>Number of P/proposals developed &amp; funded</li> <li>Number of local &amp; int. investors engaged through PPP or BOT for each Diocesan Caritas;</li> </ul>	<ul style="list-style-type: none"> <li>Strategy implementation plan</li> <li>Resources mobilization plans</li> <li>Agreements on PPP or BOT</li> <li>Economic model document</li> </ul>	<p><b>Risks</b></p> <p>Political instability</p> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Willing and available investors for social enterprise and PPP</li> </ul>
<b>Output 2:</b> Economic model for CSL developed and CSL transformed into a viable and self-sustaining institution	<ul style="list-style-type: none"> <li>Quality of economic model developed</li> <li>Number of diversified businesses established</li> <li>Quality of investments secured for CSL</li> <li>Number of business investment forums organised</li> <li>Quality of business plans developed by CSL;</li> <li>Quality of returns from business investments;</li> </ul>	<ul style="list-style-type: none"> <li>Business economic model</li> <li>Reports on business investments;</li> <li>List of investors</li> <li>Business investment agreements;</li> <li>Registration certificate of Business</li> </ul>	<p><b>Risks</b></p> <p>Political instability</p> <p><b>Assumption(s)</b></p> <ul style="list-style-type: none"> <li>Partners will support investment initiatives for CSL;</li> <li>CSL receptive to investment initiatives</li> </ul>
<b>Output 3:</b> CIs Management standards & code of ethics adapted & reflected in all CSL policies implemented at national and Diocesan levels	<ul style="list-style-type: none"> <li>Level of adaptation of CIs management standards in CSL's policies and interventions</li> <li>Level of compliance with CI's Manag. Standards</li> <li>Quality of M&amp;E of risks &amp; mitigating strategies</li> </ul>	<ul style="list-style-type: none"> <li>Revised policies reflecting CI's management standards &amp; ethics;</li> <li>Monitoring tools on level of compliance of CIs management standards and code of ethics</li> </ul>	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Resistance to risk management</li> </ul> <p>Assumption(s)</p> <p>Required support provided for effective risk management</p>
<b>Output 4:</b> property assets of the catholic church of S/Leone mapped and evaluated in collaboration with CSL	<ul style="list-style-type: none"> <li>Quality of asset mapping conducted</li> <li>Level of engagement between CSL &amp; the churches for investments</li> <li>Quality of Business plans developed</li> <li>Number of investors attracted for joint property dev.</li> </ul>	<ul style="list-style-type: none"> <li>Reports of meetings between CSL &amp; the Church on property investment</li> <li>Asset mapping document</li> <li>Property dev. business plan</li> <li>Agreements on joint property dev.</li> </ul>	<p><b>Risks</b></p> <p>CSL may not be response to asset mapping exercises</p> <p><b>Assumptions</b></p> <p>CSL supports the asset mapping exercise</p>
<b>Output 5:</b> CSL staff capacity built with effective, strong and improved administrative systems, highly skilled and motivated personnel for organisational growth of CSL and the parishes	<ul style="list-style-type: none"> <li>Quality of staff trainings conducted ;</li> <li>Quality of fin. &amp; admin. Policies formulated</li> <li>Level of engagement with parishioners caritas week</li> <li>Quality of tools, equipments &amp; mobility provided</li> <li>Number of engagements with the Bishops Conference &amp; NAB on policies &amp; programmes</li> <li>Quality of training in the spirituality of Caritas &amp; skills to rollout the SP &amp; operations of CSL</li> </ul>	<ul style="list-style-type: none"> <li>Staff training manuals/guidelines</li> <li>Reports on staff training</li> <li>Periodic reports .</li> <li>Financial &amp; software systems;</li> <li>Reports of coordination meetings</li> <li>Copies of organisational policies</li> <li>List of assets procured</li> </ul>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>There will be political and economic stability in S/L</li> <li>Resources to enhance administrative systems will be available</li> <li>Cooperation by staff, board members and parishioners for organisational effectiveness &amp; efficiency;</li> </ul>
<b>Output 6:</b> Improved national coordination & M&E & for national & Diocesan Caritas'	<ul style="list-style-type: none"> <li>Level of support for coordination of D/Caritas'</li> <li>Percentage of resources dedicated for coordination</li> <li>Number of advocacy issues addressed</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy strategy</li> <li>Advocacy plan</li> </ul>	<p>Assumptions</p> <p>Advocacy skills in house</p> <p>Risks Lack of resources</p>

## Strategic pillar 2: Advocacy and influencing to support the work of CSL

Results framework	Indicators	Means of verification	Risks & assumptions
Strategic objective: To ensure effective influencing and advocacy as an integral part of the work of CSL			
<b>Output 1:</b> CSL national advocacy and influencing policy and strategy formulated and adopted	<ul style="list-style-type: none"> <li>Quality of national advocacy policy and strategy</li> <li>Level of implementation of national advocacy policy</li> </ul>	<ul style="list-style-type: none"> <li>National advocacy policy</li> <li>Reports of advocacy engagements;</li> <li>Annual advocacy events</li> </ul>	<p><b>Risks</b></p> <p>Unstable political environment</p> <p><b>Assumptions</b></p> <p>Resources available for multi-sectoral approaches for poverty reduction</p>
<b>Output 2:</b> CSO's engaged and meaningful collaboration enhanced	<ul style="list-style-type: none"> <li>Quality of MoUs' signed with CSOs for collaboration on advocacy issues;</li> <li>Number of CSOs engaged on advocacy and influencing;</li> <li>Number of thematic issues engaged with CSOs</li> <li>Quality of advocacy engagement with CSOs</li> <li>Quality of advocacy and influencing training provided for CSOs.</li> </ul>	<ul style="list-style-type: none"> <li>MoUs</li> <li>Advocacy training content</li> <li>Reports of trainings</li> <li>Pictures of trainings</li> </ul>	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>CSOs might not be receptive to collaboration with CSL on advocacy issues</li> </ul> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>CSOs may be receptive to collaboration</li> <li>Resources may be available for advocacy and influencing initiatives</li> </ul>
<b>Output 3:</b> Annual national advocacy issues identified in collaboration with CSOs, partners and MDAs implemented and revised	<ul style="list-style-type: none"> <li>Quality of national advocacy and influencing issues identified;</li> <li>Level of support and collaboration from CSOs on annual national advocacy and influencing issues</li> <li>Quality of action plan on national advocacy issues</li> </ul>	<ul style="list-style-type: none"> <li>List of annual advocacy issues</li> <li>Action plan on national advocacy and influencing issues</li> </ul>	<p><b>Risks</b></p> <p>CSO and MDA may not be receptive to CSL's collaboration for advocacy</p>
<b>Output 4:</b> Digital platforms established and advocacy and influencing work enhanced	<ul style="list-style-type: none"> <li>Number of social media channels established for advocacy and influencing</li> <li>Quality of handling of social media platforms</li> </ul>	<ul style="list-style-type: none"> <li>Face book pages, Twitter, Instagram etc</li> </ul>	<p><b>Risks</b></p> <p>CSL may not be interested in establishing a digital platform for advocacy work</p>
<b>Output 5:</b> The media engaged on a sustained basis and advocacy and influencing issues enhanced	<ul style="list-style-type: none"> <li>Quality of media engagement with print and broadcast media</li> <li>Number of media engagements with print and broadcast media</li> </ul>	<ul style="list-style-type: none"> <li>Reports on media engagements</li> </ul>	<p><b>Risks</b></p>
<b>Output 6:</b> Advocacy and influencing interventions monitored and evaluated	<ul style="list-style-type: none"> <li>Level of contribution of advocacy and influencing to the SP outcomes</li> <li>Level of utilization of advocacy evaluation reports to communicate results</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation reports on CSL's advocacy and influencing</li> </ul>	
<b>Output 7:</b> Increased advocacy for gender awareness and sensitivity and Gender equality policy formulated/revised.	<ul style="list-style-type: none"> <li>Quality of formulated/revised gender policy</li> <li>Level of implementation of gender policy</li> <li>Level of gender awareness</li> </ul>	<ul style="list-style-type: none"> <li>Gender policy</li> <li>Reports on gender equality programmes</li> </ul>	
<b>Output 8:</b> Increased networking and relationships with civil society and donor partners	<ul style="list-style-type: none"> <li>Level of networking with CSOs and development partners</li> <li>Quality of engagement with CSO and international development partners</li> </ul>	<ul style="list-style-type: none"> <li>Reports on networking</li> <li>Pictures of events on networking</li> </ul>	

### Strategic Pillar 3 – Integrated and human capital development

Results framework	Indicators	Means of verification	Risks & assumptions
Strategic objective: To rollout interventions for the eradication of poverty, inequalities, empowerment of communities and the holistic development of children and youth women, PWDs and survivors of EVD, HIV and AIDS through innovative interventions.			
<b>Output 1:</b> Advocacy for multidisciplinary and multi-sector approaches adopted and the lives of the vulnerable, food insecure households, the aged & PWDs improved;	<ul style="list-style-type: none"> <li>Quality of advocacy strategy</li> <li>Number of advocacy engagements with MoDEP &amp; others</li> <li>Quality of technical support provided by partners to CSL on multi-sectoral approaches to poverty reduction</li> </ul>	<ul style="list-style-type: none"> <li>Reports of engagements with partners and agencies in poverty reduction</li> <li>MoUs on technical support</li> <li>Reports on engagements with partners &amp; GoSL on approaches to poverty reduction</li> </ul>	<p><b>Risks</b></p> <p>Unstable political environment</p> <p><b>Assumptions</b></p> <p>Resources available for multi-sectoral approaches for poverty reduction</p>
<b>Output 2:</b> Women, youth PWDs and Survivors of EVD are supported to participate in decision making processes in their communities	<ul style="list-style-type: none"> <li>Quality of advocacy trainings</li> <li>No. of beneficiaries reached with advocacy trainings</li> <li>No of community advocacy activities monitored by CSL</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy training content</li> <li>Reports of trainings</li> <li>Pictures of trainings</li> </ul>	<p>Funds available to support women, PWDs and young people in advocacy led activities</p>
<b>Output 3:</b> CSL empowered to participate in CA and CI campaigns at the continental and global levels	<ul style="list-style-type: none"> <li>Quality of trainings on international campaigns</li> <li>Level of support provided for international campaigns</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	
<b>Output 4:</b> Health service delivery in all Catholic health facilities are improved and outreach expanded	<ul style="list-style-type: none"> <li>Quality of drug dispensed &amp; services provided in catholic health facilities</li> <li>Number of vulnerable persons who access Catholic health facilities;</li> </ul>	<ul style="list-style-type: none"> <li>Health information charts</li> <li>Monitoring reports</li> </ul>	
<b>Output 5:</b> Quality of education enhanced through collaboration with the Ministry of Education for the effective supervision of all Catholic government assisted schools	<ul style="list-style-type: none"> <li>No. of supervisory visits to Catholic schools;</li> <li>Quality of in-service trainings for teachers in Catholic schools;</li> <li>Level of output of Catholic schools in public exams.</li> <li>Level of engagement with GoSL for policy &amp; legal reforms for some control of its schools</li> </ul>	<ul style="list-style-type: none"> <li>Reports of supervisory visits by Catholic education offices to catholic schools;</li> <li>Manuals of in-service training for teachers</li> <li>Reports on in-service trainings for teachers</li> <li>Reports of performance of catholic schools in public exams</li> </ul>	<p><b>Risks</b></p> <p>GoSL may not cede control of catholic schools to the catholic mission</p> <p><b>Assumptions</b></p> <p>Funds will be made available to support quality education in catholic schools</p>
<b>Output 6:</b> Care & support for persons living with HIV and AIDs and survivors of EVD	<ul style="list-style-type: none"> <li>Quality of palliative support other drugs and nutritional support provided to Persons Living with HIV/AIDS ;</li> <li>Quality of counselling support provided for persons living with HIV/AIDS</li> </ul>	<ul style="list-style-type: none"> <li>List of drugs provided</li> <li></li> </ul>	<p><b>Assumption</b></p> <p>Available funds and Nutritional supplies</p>

## Strategic Pillar 4 – Climate Resilience, emergency & humanitarian crisis response

Results framework	Indicators	Means of verification	Risks & assumptions
Strategic objective: To build climate resilience for all especially the vulnerable and to <i>respond swiftly, effectively, efficiently to emergency and humanitarian crisis with the means of CSL in Sierra Leone.</i>			
<b>Output 1:</b> CSL's climate resilience is governed by institutional policies, strategies and infrastructure	<ul style="list-style-type: none"> <li>▪ Quality of CSL's climate change policy &amp; strategies</li> <li>▪ Level of adherence to climate change policies within CSL;</li> <li>▪ Quality of climate change infrastructure within CSL</li> </ul>	<ul style="list-style-type: none"> <li>▪ Climate change policy</li> <li>▪ Climate change strategy document</li> <li>▪ Climate change infrastructure</li> </ul>	<p style="text-align: center;"><b>Risks</b></p> <p><b>Assumptions</b> CSL's interventions will be guided by climate change policy</p>
<b>Output 2:</b> Improved national climate resilience through advocacy to GoSL for compliance with international laws on climate change and environmental protection.	<ul style="list-style-type: none"> <li>▪ Quality of advocacy engagement with the Office of the President, Members of parliament, and line MDAs for the passage of climate resilient laws in line with international best practice</li> <li>▪ Quality of advocacy for systems and processes for national adaptation plans on climate governance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advocacy plans</li> <li>▪ Reports of engagements</li> <li>▪ Media reports of advocacy engagements</li> <li>▪ List of advocacy partners</li> <li>▪ Reports on solidarity forums</li> </ul>	<p style="text-align: center;"><b>Risks</b></p> <p>GoSL may not be responsive to climate resiliency laws and policies</p> <p style="text-align: center;"><b>Assumption(s)</b></p> <p>GosL will provide the required political will for climate resilience laws</p>
<b>Output 3:</b> CSL's response to disaster & humanitarian issues enhanced by strong institutional capacities and policies of CSL	<ul style="list-style-type: none"> <li>• Quality of logistical arrangements to respond to humanitarian &amp; disaster crisis</li> <li>• Percentage of funding committed by CSL and partners to humanitarian and disaster response</li> </ul>	<ul style="list-style-type: none"> <li>• Logistical arrangements: storage, equipments, food and non-food items, medicine and transportation</li> <li>• Funding commitments</li> <li>• Humanitarian an`d disaster policy</li> </ul>	<p style="text-align: center;"><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Little or no funding support from partners</li> <li>• Political instability</li> </ul> <p style="text-align: center;"><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Goodwill from partners and others to support humanitarian and disaster catastrophes</li> <li>• Humanitarian and disaster policy will be implemented</li> </ul>
<b>Output 4:</b> Disaster and humanitarian crisis responded to enhanced by community resilience	<ul style="list-style-type: none"> <li>• Quality of plan on humanitarian crisis plan</li> <li>• Quality of training to vulnerable communities on humanitarian &amp; disaster resilience;</li> <li>• Quality of tools provided to vulnerable communities</li> <li>• Quality of M&amp;E system on humanitarian &amp; disaster response</li> </ul>	<ul style="list-style-type: none"> <li>• Humanitarian response plan/strategies</li> <li>• Training manuals/tools on humanitarian and disaster response;</li> <li>• Mapping of disaster prone communities</li> <li>• IEC materials and audio visuals</li> </ul>	<p style="text-align: center;"><b>Riske</b></p> <p>Little or no funding support from partners t</p> <p style="text-align: center;"><b>Assumptions</b></p> <p>Support provided by CSL and partners for humanitarian &amp; disaster response</p>
<b>Output 5:</b> Improved preservation of trees, environmental protection and use of less fuel wood for domestic purposes and profit generated in sale of energy saving stoves	<ul style="list-style-type: none"> <li>▪ Quality of national sensitization on tree planting &amp; environmental protection;</li> <li>▪ Number of energy saving fuel stoves constructed</li> <li>▪ Quality of training of in the construction and use of energy saving stoves</li> <li>▪ Quality of sensitization on use of energy stoves;</li> <li>▪ Number of mud stoves constructed in rural communities on a quarterly basis;</li> <li>▪ Acreages of commercial woodlot trees planted</li> </ul>	<ul style="list-style-type: none"> <li>▪ IEC materials and jingles on tree planting and environmental protection;</li> <li>▪ Training manuals on the construction of mud stoves</li> <li>▪ M&amp;E reports on the use of mud stoves</li> <li>▪ Community woodlots</li> </ul>	<p style="text-align: center;"><b>Risks</b></p> <ul style="list-style-type: none"> <li>▪ Community resistance to environmental issues</li> <li>▪ No availability of community or communal land for woodlot initiatives</li> </ul> <p style="text-align: center;"><b>Assumptions</b></p> <p>Resources will be available to support activities on mud stove construction</p>

### Strategic Pillar 5: People driven governance, constitutionalism, access to justice and rule of law

Results framework	Indicators	Means of verification	Risks & assumptions
Strategic objectives: Enhanced national culture of constitutionalism, people-driven governance, responsive justice and rule of law			
<b>Output 1:</b> <i>Increased influence and advocacy on constitutionalism, people-driven governance and responsive justice led by the Bishops conference of CSL</i>	<ul style="list-style-type: none"> <li>▪ Quality of advocacy and influencing strategies on constitutionalism, people driven governance and responsive justice;</li> <li>▪ Number of engagements with national leadership</li> <li>▪ Level of engagements at community, national and local government levels on people-driven governance and responsive justice</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advocacy strategies;</li> <li>▪ Reports on advocacy events</li> <li>▪ Reports on meetings</li> </ul>	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Non-cooperation with partners &amp; CSOs;</li> <li>• Political instability</li> <li>• Minimal or no donor funding.</li> </ul> <p><b>Assumptions</b> Willing partners and enabling environment for constitutionalism, people-driven governance and responsive justice</p>
<b>Output 2:</b> <i>Advocacy for electoral accountability and transparency enhanced in collaboration with CSOs</i>	<ul style="list-style-type: none"> <li>• Number of advocacy engagements on policies formulation for <i>electoral accountability, transparency and accountability</i>;</li> <li>• <i>Number of laws passed to enhance electoral accountability, transparency and accountability</i></li> </ul>	Electoral policies and laws on <i>electoral accountability, transparency and accountability</i> ;	<p><b>Risks</b></p> <p>Non-cooperation by NEC, PPRC and Parliament</p> <p><b>Assumptions</b> Cooperation by NEC, PPRC, Judiciary and other line Ministries</p>
<b>Output 3:</b> <i>advocacy and influencing for a transparent, accountable, participatory governance and support for the fight against corruption in collaboration with CSOs;</i>	<ul style="list-style-type: none"> <li>• Number of engagements with MDAs and political parties on transparent and accountable governance and on anti-corruption issues</li> <li>• Number of engagements with the Anti-corruption commission on the fight against corruption</li> </ul>	<ul style="list-style-type: none"> <li>• Reports of engagements with MDAs &amp; p/parties, PPRC on accountable governance</li> <li>• Reports of engagements with ACC on anti-corruption issues;</li> </ul>	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Non-cooperation by MDAs, political parties, CSOs and other agencies on the drive for participatory governance and the fight against corruption</li> </ul> <p><b>Assumption</b> Cooperation by relevant state and non-state actors for participatory gov. &amp; the fight against corruption</p>
<b>Output 4:</b> <i>Enhanced access to justice and rule of law especially by vulnerable and indigent citizens</i>	<ul style="list-style-type: none"> <li>• Level of engagement with the Judiciary on access to justice for especially vulnerable and indigent citizens</li> <li>• Level of engagement with the security sector, the judiciary</li> <li>• Level of monitoring of justice sector institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Reports of engagement s with the Justice sector</li> <li>• Monitoring and Evaluation reports</li> </ul>	<p><b>Risks</b></p> <p>Justice sector institutions may not cooperate with CSL and other institutions</p> <p><b>Assumption</b> Justice sector institutions will be responsive on issues relating to access to justice</p>



## Strategic pillar 6 – UN SDG principle of “Ensure no one is left behind”, peace, justice and national cohesion

Results framework	Indicators	Means of verification	Risks & assumptions
Strategic objectives: <i>To promote peace, national cohesion and justice in Sierra Leone. Strategic objectives: To raise awareness on all discriminatory practices, vulnerability and social exclusion and advocate for an effective legislative and policy frameworks to address discrimination at all levels in Sierra Leone.</i>			
<b>Output 1:</b> Reduced stigmatization and discrimination against Persons living with HIV and AIDS and survivors of EVD and improved lifestyles through alternate survival skills ;	<ul style="list-style-type: none"> <li>Percentage of support provided by partners to sensitize on stigma and discrimination against survivors of EVD &amp; persons living with HIV/AIDS;</li> <li>Quality of advocacy on women’s property rights</li> <li>Level of support from CSOs and MDAs for women’s property rights</li> </ul>	<ul style="list-style-type: none"> <li>LOAs/MOUs on funding support;</li> <li>Project proposals</li> <li>Project/activity reports</li> <li>Advocacy strategies on HIV and AIDS and survivors of EVD</li> </ul>	<p><b>Risks</b></p> <p>Lack of funding opportunities to support against Persons living with HIV and AIDS and survivors of EVD</p> <p><b>Assumption</b></p> <ul style="list-style-type: none"> <li>Goodwill from partners to provide survival skills for Persons living with HIV and AIDS &amp; survivors of EVD</li> </ul>
<b>Output 2:</b> Public awareness raised on the understanding of attitudes, behaviours, circumstances and systems that create vulnerability that may result in abuse and that may require safeguarding responses.	<ul style="list-style-type: none"> <li>Level of compliance and respect for safeguarding issues in the Catholic Church</li> <li>Quality of tool kits or manuals on safeguarding;</li> <li>Quality of baseline assessment of people’s awareness of safeguarding issues</li> <li>Quality of safeguarding policies formulated;</li> <li>Quality of personnel capacity strengthening in children and vulnerable adults safeguarding</li> <li>Quality of personnel self-assessment tools and ratings against best practices</li> </ul>	<ul style="list-style-type: none"> <li>Safeguarding policy;</li> <li>Personnel Self-assessment tools and rating standards;</li> <li>Sensitization messages and reports on engagement on safeguarding;</li> <li>Training manuals or tool kits on children and vulnerable adults safeguarding;</li> <li>Monitoring and evaluation reports on safeguarding</li> </ul>	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Delay in formulating a policy on safeguarding;</li> </ul> <p><b>Assumption</b></p> <ul style="list-style-type: none"> <li>Overwhelming interest by CSL and the wider Catholic Church in a safeguarding policy</li> </ul>
<b>Output 3:</b> Discrimination against women’s property rights abolished and increased public awareness of women’s rights	<ul style="list-style-type: none"> <li>Percentage of support provided by donors and other partners to promote women’s property rights</li> <li>Quality of advocacy engagements and national sensitization on women’s property rights</li> <li>Level of support from CSOs and MDAs to promote and protect women’s property rights</li> </ul>	<ul style="list-style-type: none"> <li>LOAs/MOUs on funding support;</li> <li>Concept notes</li> <li>Project proposals</li> <li>Project/activity reports</li> <li>Advocacy strategy on women’s property rights</li> </ul>	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Political instability</li> <li>Lack of donor interest in promoting and protecting women’s property rights</li> <li>Resistance by traditional leaders to respect women’s property rights</li> </ul> <p><b>Assumption(s)</b></p> <ul style="list-style-type: none"> <li>Cooperation from CSOs &amp; MDAs to support the protection of women’s property rights;</li> </ul>
<b>Output 4:</b> Commercial sex minors rehabilitated, reintegrated and transformed into productive citizens	<ul style="list-style-type: none"> <li>Percentage of support provided by donors and other partners for the rehabilitation and reintegration of commercial sex minors</li> <li>Quality of rehabilitation and reintegration programmes for commercial sex minors;</li> <li>Quality of M&amp;E on rehabilitation of CSWs</li> </ul>	<ul style="list-style-type: none"> <li>LOAs/MOUs on funding support;</li> <li>Concept notes</li> <li>Project proposals</li> <li>Project/activity reports</li> <li>M&amp;E reports</li> </ul>	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Resistance against rehab. &amp; reintegration by commercial sex minors;</li> </ul> <p><b>Assumption(s)</b></p> <ul style="list-style-type: none"> <li>Cooperation from commercial sex minors for rehab. &amp; reintegration in communities</li> </ul>
<b>Output 5:</b> Ex-child offenders sensitised against reoffending and indigent persons especially women provided with legal aid	<ul style="list-style-type: none"> <li>Number of ex-child offenders rehabilitated and reintegrated in communities;</li> <li>Quality of legal aid support provided to indigent persons to access the law;</li> </ul>	<ul style="list-style-type: none"> <li>List of ex-child offenders rehabilitated and reintegrated in communities;</li> <li>Reports on court monitoring;</li> </ul>	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Non-cooperation by partners to support the rehabilitation &amp; reintegration of ex-child offenders</li> <li>Political instability in Sierra Leone;</li> </ul>



	<ul style="list-style-type: none"> <li>Percentage of support provided for legal aid services;</li> <li>Level of satisfaction of indigent citizens supported to access the law;</li> <li>Quality of access to justice and legal aid</li> </ul>	<ul style="list-style-type: none"> <li>Copies of Judgements delivered on cases of indigent citizens supported through legal aid;</li> </ul>	<ul style="list-style-type: none"> <li>Withdrawal/ reduction in donor funding.</li> </ul> <p><b>Assumptions</b> Cooperation by MDAs and partners to support ex-child offenders and provide further legal aid support to indigent persons to access justice;</p>
<b>Output 6:</b> collaborative actions taken and trafficked people and persons held in servitude and street children are supported	<ul style="list-style-type: none"> <li>Level of engagement with law enforcement officers, child rights CSOs, HRC SL, and border guards and immigration personnel on trafficking issues;</li> <li>Quality of IEC materials on anti-trafficking developed and disseminate</li> <li>Number of national sensitization and advocacy on anti-trafficking issues</li> </ul>	<ul style="list-style-type: none"> <li>Reports of meetings;</li> <li>IEC materials</li> <li>Advocacy plans and strategies</li> <li>Schedules of radio discussions and talking points on anti-trafficking issues</li> </ul>	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Political instability</li> <li>Resistance from trafficking entrepreneurs</li> </ul> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Local and international good will to support anti-trafficking issues</li> <li>Strong laws &amp; policies formulated and implemented</li> </ul>
<b>Output 7:</b> Safeguard policy formulated and implemented in the church and affiliate organizations	<ul style="list-style-type: none"> <li>Quality of safeguarding policy formulated</li> <li>Level of compliance with the policy</li> <li>Level of enforcement of safeguarding policy</li> <li>Level of sensitization on safeguarding issues</li> </ul>	<ul style="list-style-type: none"> <li>Safeguarding policy</li> <li>Reports on safeguarding engagements</li> <li>IEC materials on safeguarding</li> </ul>	<p><b>Risks</b> Low interest on safeguarding issues</p> <p><b>Assumptions</b> Institutional commitment to safeguarding</p>
<b>Output 8:</b> increased patriotism, national civic awareness, obligations and responsibilities and peaceful coexistence enhanced	<ul style="list-style-type: none"> <li>Quality of national education &amp; sensitization on civic and peace education</li> <li>Number of sensitization on civic &amp; peace education</li> </ul>	<ul style="list-style-type: none"> <li>IEC materials</li> <li>Handbooks on peace &amp; civic education</li> <li>Radio &amp; TV talking points on peace</li> </ul>	<p><b>Risks</b> Funds might not be available for peace &amp; civic education</p> <p><b>Assumptions</b> CSL &amp; partners may be receptive and supportive of peace and civic education programmes</p>
<b>Output 9:</b> National Cohesion and Peace Commission (NCPC) operationalised and peace consolidated in S/Leone	<ul style="list-style-type: none"> <li>Level of advocacy to expedite establishment of the national cohesion and peace commission</li> <li>Quality of monitoring of the activities of the national cohesion &amp; peace commission</li> <li>Quality of community co-existence programs</li> <li>Percentage of funding for peaceful co-existence</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy strategy</li> <li>Monitoring reports on the peace comm.</li> <li>Reports on advocacy engagements on the establishment of the peace commission</li> </ul>	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Slow response by GoSL to establish the peace commission</li> <li>Lack of funding to bring into operation the NCPC</li> </ul> <p><b>Assumption</b> GoSL will establish and adequately fund the NCPC</p>
<b>Output 10:</b> Youth and young people imbibed peace cultures through peace clubs established in schools and parishes	<ul style="list-style-type: none"> <li>Number of peace clubs established in schools and parishes;</li> <li>Quality of school based peace education programs</li> <li>Level of support provided to peace and parish peace clubs</li> </ul>	<ul style="list-style-type: none"> <li>Register of school peace clubs;</li> <li>Curriculum on civic &amp; peace education</li> <li>Handbooks on civic &amp; peace education</li> <li>Monitoring reports</li> </ul>	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>School authorities may not be receptive to the establishment of school peace clubs;</li> <li>CSL may not have the funding to support school based clubs</li> </ul>
<b>Output 11:</b> Access to justice enhanced and court matters speedily resolved and justice dispensed	<ul style="list-style-type: none"> <li>Percentage of funding to support legal aid for indigent citizens and marginalised women</li> <li>Number of indigent citizens &amp; women supported</li> <li>Quality of monitoring of court cases</li> </ul>	<ul style="list-style-type: none"> <li>Funding agreements</li> <li>Beneficiary list of legal aid support</li> <li>Judgements</li> <li>Legal Aid reports</li> </ul>	<p><b>Risks</b> CSL may not get the resources for legal aid support</p> <p><b>Assumptions</b> Funding may be available to support legal aid</p>

## Strategic Pillar 7 migration flows

Results framework	Indicators	Means of verification	Risks & assumptions
Strategic objectives: : <i>Improved socio-economic status of disadvantaged youth and young people prone to local and international migration through entrepreneurial skills development and vocational training and migration flows halted</i>			
<b>Output 1:</b> Reduced illegal migration flows through perilous journey across the Mediterranean Sea	<ul style="list-style-type: none"> <li>Number of sensitization activities on migration;</li> <li>Quality of sensitization and awareness raising activities on migration flows</li> </ul>	<ul style="list-style-type: none"> <li>IEC materials</li> <li>Media reports</li> <li>Reports of sensitization and awareness raising activities on illegal migration</li> </ul>	<p><b>Risks</b></p> <p>Non-cooperation by MYA, NYC and other agencies.</p> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Cooperation by partners to combat migration</li> </ul>
<b>Output 2:</b> Young people prone to illegal migration established thriving enterprises with encouraging business turnovers	<ul style="list-style-type: none"> <li>Quality of entrepreneurial skills provided;</li> <li>Level of technical support provided by partners on migration issues;</li> <li>Percentage of financial support provided by partners and GoSL</li> </ul>	<ul style="list-style-type: none"> <li>Concept notes &amp; project proposals on migration;</li> <li>Media reports</li> <li>Narrative reports</li> </ul>	<p><b>Risks</b></p> <p>Non-cooperation by GoSL, MYA, NYC, UN Agencies and other international youth serving agencies.</p> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Cooperation by relevant state and non-state actors to combat migration flows</li> </ul>
<b>Output 3:</b> Young people prone to illegal migration acquired vocational skills and gainfully employed	<ul style="list-style-type: none"> <li>Percentage of support provided by partners for tech voc training &amp; ICT courses;</li> <li>Quality of Tech voc &amp; ICT training provided</li> </ul>	<ul style="list-style-type: none"> <li>Criteria for selection of beneficiaries</li> <li>Criteria for selection of tech voc &amp; ICT courses</li> <li>Monitoring reports on performance of beneficiaries</li> </ul>	<p><b>Risks</b></p> <p>Non-cooperation by GoSL, MYA, NYC, UN Agencies and other international youth serving agencies.</p> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Support provided by partners for tech voc &amp; ICT training</li> </ul>
<b>Output 4:</b> Vocational trainees received additional business guidance/mentoring.	<ul style="list-style-type: none"> <li>Quality of business guidance/mentoring</li> </ul>	<ul style="list-style-type: none"> <li>Profile of institutions</li> <li>M&amp;E reports</li> <li>Beneficiary performance reports</li> </ul>	<p><b>Risks</b></p> <p>No institution to provide business guidance &amp; mentoring</p>
<b>Output 5:</b> Increased business turnover occasioned by Initial capital and post training inputs (equipment, tools, consumables etc) to help them start their business.	<ul style="list-style-type: none"> <li>Percentage of support provided for initial capital for business enterprises and starter up kits for beneficiaries;</li> <li>Quality of M&amp;E system for beneficiaries of initial capital for business enterprises and start-up kits</li> </ul>	<ul style="list-style-type: none"> <li>Grant agreement</li> <li>Dossier of beneficiaries and their businesses</li> <li>M&amp;E reports</li> </ul>	<p><b>Risks</b></p> <p>Resistance on the part of donors and others to provide initial capital</p> <p><b>Assumption</b></p> <p>Partners &amp; GoSL receptive to providing initial capital for entrepreneurial skills development</p>
<b>Output 6:</b> Beneficiaries linked to MFIs, commercial banks and loans secured & businesses improved	<ul style="list-style-type: none"> <li>Percentage of loans provided to beneficiaries for their businesses;</li> </ul>	<ul style="list-style-type: none"> <li>MoUs;</li> <li>Dossier of beneficiaries &amp; their businesses</li> <li>M&amp;E reports</li> </ul>	<p><b>Risks</b></p> <p>High interest on loans may deter lending from MFIs and commercial Banks.</p>
<b>Output 7:</b> Increased capacity of young people to engage with local decision makers on matters that affect them	<ul style="list-style-type: none"> <li>Quality of training for youth engagements</li> <li>Number of young people targeted for the training</li> <li>Quality of training materials</li> </ul>	<ul style="list-style-type: none"> <li>Training course outline</li> <li>IEC materials</li> <li>Media reports</li> <li>Training reports</li> </ul>	<p><b>Risks</b></p> <p>No fin. Support to train young people</p> <p><b>Assumptions</b></p> <p>Support will be provided to increase the capacity of young people for decision making matters</p>

## Appendix 2: Matrix of projected funding requirements for the strategic plan (2020 -2024)

Pillar	Indicative activities	Input US\$					Total
		Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
<b>Pillar 1: Institutional capacity strengthening, sustainability and viability</b>	<b>1.1 Resource mobilization</b>						
	1.1.1. Develop Resource Mobilization (RM) Policy and strategy	5,000	5,000	5,000	5,000	5,000	25,000
	1.1.2. Produce & disseminate RM policy and strategy to Dioceses.	6,000	5,000	4,000	4,000	6,000	25,000
	1.1.3. Train personnel & volunteers of CSL on RM strategies	10,000	10,000	8,000	5,000	5,000	38,000
	1.1.4. Periodic strategic engagements with Dev. Partners (hospitality, travels etc)	3,000	3,000	3,000	3,000	3,000	15,000
	1.1.5. Review RM Policy and strategy	3,000	3,000	3,000	3,000	3,000	15,000
	1.1.6. Annual resource mobilization engagements with the private sector	2,000	2,000	2,000	2,000	2,000	10,000
	1.1.7. Annual evaluation of CSL RM output and strategies	2,000	2,000	2,000	2,000	2,000	10,000
	1.1.8. Mobilize resources for institutional core budget for CSL	500,000	500,000	500,000	500,000	500,000	2,500,000
	<b>Sub-total</b>	<b>531,000</b>	<b>530,000</b>	<b>527,000</b>	<b>524,000</b>	<b>526,000</b>	<b>2,638,000</b>
	<b>1.2. Business Investment</b>						
	1.2.1. Train national & diocesan staff on CSL's Economic Model (EM) .	8,000	5,000	6,000	6,000	6,000	31,000
	1.2.2. Registration of CSL proxy businesses/companies for investment	5,000	5,000	5,000	5,000	5,000	25,000
	1.2.3. Organise business investment forums for international investors	5,000	5,500	5,500	5,000	5,000	26,000
	1.2.4. Recapitalize dead capitals (Hostels, Halls, buildings etc) for profit generation	-	1,000,000				1,000,000
	1.2.5. Initial investment to establish social enterprises in CSL Dioceses	60,000	50,000	50,000	55,000	60,000	275,000
	1.2.6. Property asset mapping for marketing and business interests	50,000	50,000	50,000	50,000-	50,000	250,000
	1.2.7. Develop policies to guide property investment between CSL & the Church	6,000	6,000	5,000	5,000-	5,000	27,000
	<b>Sub-total</b>	<b>134,000</b>	<b>1,121,500</b>	<b>121,500</b>	<b>126,000</b>	<b>131,000</b>	<b>1,634,000</b>
	<b>1.3. Administration</b>						
	1.3.1. Develop & produce management standard & code of ethics for CSL.	3,000	-	-	-	-	3,000
	1.3.2. Consultancy services to formulate & review policies for CSL	30,000	-				30,000
	1.3.3. Capacity building through local training of CSL personnel & volunteers	15,000	12,000	10,000	9,000	9,000	55,000
	1.3.4. Procure 1 Toyota Land Cruiser PRADO GXL (4x4)	58,000					58,000
	1.3.5. Office supplies, fuel, for vehicles, motorbikes and generators.	40,000	40,000	40,000	40,000	40,000	200,000
	1.3.8. Periodic national coordination meetings and events for Diocesan Caritas'	8,000	8,000	8,000	8,000	8,000	40,000
	1.3.6. Annual core Staff salary	250,000	250,000	250,000	250,000	250,000	1,250,000
1.3.7. International travels for meetings & conferences or trainings for personnel o	15,000	15,000	15,000	15,000	15,000	75,000	
1.3.8. Software packages for CSL	5,000	5,000	5,000	5,000	5,000	25,000	
<b>Sub-total</b>	<b>424,000</b>	<b>330,000</b>	<b>328,000</b>	<b>327,000</b>	<b>327,000</b>	<b>1,736,000</b>	
<i>Annual totals for Pillar 1</i>	<i>1,089,000</i>	<i>1,981,500</i>	<i>976,500</i>	<i>977,000</i>	<i>984,000</i>	<i>6,008,000</i>	

**Pillar 2: Advocacy and influencing to support the work of CSL**

Pillar	Indicative activities	Input US\$					Total
		Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
Pillar 2: Advocacy and influencing to support the work of CSL	<b>2.1. National advocacy</b>						
	2.1.1. Develop and produce CSL national advocacy plan and policy	6,000	6,000	6,000	6,000	6,000	30,000
	2.1.2. Train Personnel, volunteers and allies on advocacy issues	8,000	8,000	6,000	7,000	6,000	35,000
	2.1.3. Review national advocacy plan and policy	4,000	4,000	4,000	4,000	4,000	20,000
	2.1.4. Initiate & support high level national advocacy engagements on thematic issues, policy and legislative reforms in collaboration with CSOs and other stakeholders	10,000	8,000	7,000	6,000	5,000	36,000
	2.1.5. Produce and disseminate advocacy IEC materials	10,000	10,000	10,000	10,000	10,000	50,000
	2.1.6. Develop communication policy to support advocacy work	6,000	8,000	7,000-	6,000-	6,000-	33,000
	2.1.7. Review communication policy	5,000	5,000-	5,000	5,000	5,000	25,000
	<b>Sub-total</b>	<b>49,000</b>	<b>49,000</b>	<b>45,000</b>	<b>44,000</b>	<b>42,000</b>	<b>229,000</b>
	<b>2.2. Media engagement</b>						
	2.2.1. Produce initial jingles on thematic advocacy issues	2,000	2,000	3,000-	2,000-	3,000	12,000
	2.2.2. Produce jingles on emerging advocacy issues	2,000	2,000	2,000	2,000	2,000	10,000
	2.2.2. Air jingles on national and community radios thematic advocacy issues	5,000	5,000	5,000	5,000	5,000	25,000
	2.2.3. Quarterly engagement of media practitioners on key advocacy issues	5,000	5,000	5,000	5,000	5,000	25,000
	<b>Sub-total</b>	<b>14,000</b>	<b>14,000</b>	<b>15,000</b>	<b>14,000</b>	<b>15,000</b>	<b>72,000</b>
	<b>2.3. Digital platforms and websites</b>						
	2.3.1. Support the creation of digital platforms for advocacy	2,000	2,000	2,000	2,000	2,000	10,000
	2.3.2. Annual Payment for hosting of CSL website	3,000	3,000	3,000	3,000	3,000	15,000
	2.3.3. procure high impact cameras for quality pictures for websites advocacy work	2,000	3,000	4,000-	2,000-	2,000	13,000
	<b>Sub-total</b>	<b>7,000</b>	<b>8,000</b>	<b>9,000</b>	<b>7,000</b>	<b>7,000</b>	<b>38,000</b>
<i>Annual totals for Pillar 2</i>	<b>70,000</b>	<b>71,000</b>	<b>69,000</b>	<b>65,000</b>	<b>64,000</b>	<b>339,000</b>	

### Strategic Pillar 3: Integrated and Human Capital Development

Pillar	Indicative activities	Input US\$					Total
		Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr 5	
Pillar 3: Integrated and Human Capital Development	<b>3.1. Influence and independence</b>						
	3.1.1. Support and build the capacity and self worth of vulnerable people to participate in decision making processes that affect their lives in their communities.	90,000	80,000	70,000	60,000	50,000	350,000
	3.1.2. Quarterly platform for vulnerable people to engage with their leaders	15,000	15,000	15,000	15,000	15,000	75,000
	<b>Sub-total</b>	<b>105,000</b>	<b>95,000</b>	<b>85,000</b>	<b>75,000</b>	<b>65,000</b>	<b>425,000</b>
	<b>3.2. Health</b>						
	3.2.1. Conduct annual performance tracking for senior staff in Diocesan health facilities	4,000	4,000	4,000	4,000	4,000	20,000
	3.2.2. Support annual in-service training for health personnel in Diocesan health facilities	8,000	8,000	8,000	8,000	8,000	40,000
	3.2.3. Periodic engagements and advocacy with Ministry of Health, local & int. Agencies and foundations to provide essential drugs for catholic health facilities for vulnerable persons	3,000	3,000	3,000	3,000	3,000	15,000
	3.2.4. Quarterly monitoring and evaluation visits to Diocesan health facilities	5,000	5,000	5,000	5,000	8,000	28,000
	3.2.5. Provide counselling and support services to persons living with HIV and AIDS	8,000	8,000	8,000	8,000	5,000	37,000
	3.2.6. Develop project proposals to support the provision specialised health services	-	-	-	-	-	-
	3.2.7. Support the renovation & construction of community water wells and its chlorination	30,000	30,000	30,000	30,000	30,000	150,000
	3.2.8. support the renovation of catholic health care facilities	300,000	100,000	250,000	300,000	200,000	1,150,000
	<b>Sub-total</b>	<b>358,000</b>	<b>158,000</b>	<b>308,000</b>	<b>358,000</b>	<b>258,000</b>	<b>1,440,000</b>
	<b>3.3. Education</b>						
	3.3.1. Support periodic monitoring of schools by Catholic Education Officers and Inspectors of the Ministry of Education	10,000	10,000	10,000	10,000	10,000	50,000
	3.3.2. Provide annual in service training for teachers in catholic schools nationwide	25,000	25,000	25,000	25,000	25,000	125,000
	3.3.3. Support annual performance appraisal of catholic educational institutions	5,000	5,000	5,000	5,000	5,000	25,000
	<b>Sub-total</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>200,000</b>
	<b>3.4. Economic wellbeing and resilience of vulnerable farmers</b>						
3.4.1. Support vulnerable farmers with viable seeds & basic farming implements	200,000	150,000	100,000	150,000	100,000	700,000	
3.4.2. Train farmers on improved farming techniques	50,000	30,000	40,000	50,000	50,000	220,000	
3.4.3. Train, link farmers to GoSL Smallholder Commercialization & SCADeP & monitor	8,000	8,000	8,000	8,000	8,000	40,000	
<b>Subtotals</b>	<b>258,000</b>	<b>188,000</b>	<b>148,000</b>	<b>208,000</b>	<b>158,000</b>	<b>960,000</b>	
<i>Annual totals for Pillar 3</i>		<b>761,000</b>	<b>481,000</b>	<b>581,000</b>	<b>681,000</b>	<b>521,000</b>	<b>3,025,000</b>

#### Strategic Pillar 4: Climate Resilience, emergency & humanitarian crisis response

Pillar	Indicative activities	Input US\$					Total
		Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr.5	
Pillar 4: Climate Resilience, emergency & humanitarian crisis response	<b>4. Climate Change</b>						
	4.1. Community sensitization in coastal zones, pastoral & farming communities on climate risk information	10,000	11,000	13,000	14,000		48,000
	4.2. Collaborate with partners on the implementation of activities dealing with current and long-term coastal challenges and deforestation	3,000	-	-	4,000		7,000
	4.3. Support the production of high quality climate risk IEC materials for vulnerable communities	10,000	-	10,000	-	10,000	30,000
	<b>Sub-total</b>	<b>23,000</b>	<b>11,000</b>	<b>23,000</b>	<b>18,000</b>	<b>10,000</b>	<b>85,000</b>
	<b>4.4. Policy and legal support</b>						
	4.4.1. Support GoSL to review/revise the already adopted draft Climate Policy into a Climate Act	5,000	-	-	-		5,000
	4.4.2. Engage GoSL and other partners to support the implementation of the Climate Act	-	5,000	-	-	5,000	10,000
	4.4.3. Support the already established National Climate Change Secretariat as the primary GoSL agency for climate change response;		-	-	-		-
	4.4.4. Support national advocacy efforts with GoSL to establish a Sierra Leone Climate Fund to be a financing mechanism for priority climate change actions and interventions in Sierra Leone.	4,000	-	-	-	-	4,000
	<b>Sub-total</b>	<b>55,000</b>	<b>27,000</b>	<b>46,000</b>	<b>36,000</b>	<b>15,000</b>	<b>179,000</b>
	<b>4.5. Ecological promotion</b>						
	4.5.1. Sensitize communities to plant drought resistant or economic trees in deforested areas	8,000	8,000	8,000	8,000	8,000	40,000
	4.5.2. Participate in national tree planting days organised by GoSL	2,000	2,000	2,000	2,000	2,000	10,000
	4.5.3. Train rural women to construction and use of fuel wood efficiency stoves in communities	8,000	9,000	10,000	11,000	11,000	49,000
	4.5.4. Quarterly monitoring of ecological promotion activities	2,000	2,000	2,000	2,000	2,000	10,000
	<b>Sub-total</b>	<b>20,000</b>	<b>21,000</b>	<b>22,000</b>	<b>23,000</b>	<b>23,000</b>	<b>109,000</b>
	<b>4.6. Disaster and humanitarian responses</b>						
	4.6.1. Provide/rent appropriate storage facilities for disaster humanitarian response	50,000	50,000	50,000	50,000	50,000	250,000
	4.6.2. Train CSL staff and volunteers in disaster and humanitarian response	6,000		-5,000	-	5,000	16,000
4.6.3. Procure and store miscellaneous food and non-food items	100,000	100,000	100,000	100,000	100,000	500,000	
4.6.4. Establish a disaster response fund		500,000			300,000	800,000	
4.6.5. Develop MoU with the Police, Military & Red Cross to provide logistical support for disaster and humanitarian response	-	-	-	-	-	-	
4.6.6. Support community sensitization on responses to disaster and humanitarian issues	5,000	5,000	5,000	5,000	5,000	25,000	
<b>Subtotals</b>	<b>161,000</b>	<b>655,000</b>	<b>160,000</b>	<b>155,000</b>	<b>460,000</b>	<b>1,591,000</b>	
<i>Annual totals for Pillar 4</i>	<i>259,000</i>	<i>714,000</i>	<i>251,000</i>	<i>232,000</i>	<i>508,000</i>	<i>1,964,000</i>	

#### Strategic pillar 5: People driven governance, constitutionalism and rule of law



Pillar	Indicative activities	Input US\$					Total
		Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
Pillar 5: : People driven governance, constitutionalism and rule of law	<b>5. Constitutionalism and people driven governance</b>						
	5.1.1. Collaborate with CSOs & other bodies to engage GoSL on the constitutional review process & related matters	5,000	4,000	4,000	4,000	4,000	21,000
	5.1.2. Collaborate with CSOs, line MDAs to sensitize citizens on the importance of a constitution in democratic governance	8,000	7,000	7,000	7,000	7,000	36,000
	<b>Sub-total</b>	<b>13,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>57,000</b>
	<b>5.2. Political education</b>						
	5.2.1. Collaborate with CSOs, Election Management Bodies & others to conduct civic and voter education	12,000	12,000	12,000	12,000	12,000	60,000
	5.2.2. Develop jingles on political education themes in selected local languages	2,000	-	-	-	2,000	4,000
	5.2.3. Monitor and observe local and general elections	3,000	3,000	3,000	9,000	-	18,000
	5.2.4. Quarterly monitor and report on the activities of political parties	3,500	3,500	3,500	3,500	3,500	17,500
	<b>Sub-total</b>	<b>46,500</b>	<b>40,500</b>	<b>40,500</b>	<b>46,500</b>	<b>39,500</b>	<b>213,500</b>
	<b>5.3. Accountable Governance</b>						
	5.3.1. Strategic engagements with Election Management Bodies (EMBs), political parties & other agencies on transparent and accountable governance	3,000	3,000	3,000	3,000	3,000	15,000
	5.3.2. Quarterly monitor and collaborate with CSOs to engage government on service delivery	5,000	5,000	5,000	5,000	5,000	25,000
	5.3.3. Produce quarterly reports and engage line MDAs and CSOs on accountable governance in Sierra Leone	3,000	3,000	3,000	3,000	3,000	15,000
	5.3.4. Strategic engagements with Anti-Corruption Commission (ACC) on integrity and anti-graft issues	-	-	-	-	-	-
	<b>Sub-total</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>55,000</b>
	<b>5.4. Access to justice</b>						
	5.4.1. Engage with the Justice sector institutions on access to justice issues	-	-	-	-	-	-
	5.4.2. Support vulnerable and indigent citizens on legal aid matters	8,000	8,000	8,000	8,000	8,000	40,000
	5.4.3. Conduct periodic visits prisons and other places of detention	2,000	2,000	2,000	2,000	2,000	10,000
5.4.4. Engage security sector institutions (ONS, Police, Prisons and the Military) on justice issues	1,000	1,000	1,000	1,000	1,000	5,000	
5.4.5. Collaborate with Human Rights Commission of Sierra Leone on rule of law and access to justice issues	-	-	-	-	-	-	
<b>Sub-total</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>55,000</b>	
<b>Annual totals for Pillar 5</b>	<b>81,500</b>	<b>73,500</b>	<b>73,500</b>	<b>79,500</b>	<b>72,500</b>	<b>380,500</b>	

#### Strategic Pillar 6: UN SDG principle of “Ensure no one is left behind”, peace, justice and national cohesion

Pillar	Indicative activities	Input US\$					Total
		Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5.	
Pillar 6: UN SDG principle of “Ensure no one is left behind”, peace, justice and national cohesion	<b>6. Sensitization</b>						
	6.1.1. Quarterly community mobilization on anti-stigmatization against Persons living with HIV/AIDS & survivors of EVD	4,000	4,000	4,000	4,000	4,000	20,000
	6.1.2. Quarterly events in parishes & communities on vulnerabilities and safeguarding issues	10,000	10,000	10,000	10,000	10,000	50,000
	6.1.3. Quarterly community radio and TV discussions on vulnerabilities and safeguarding	5,000	5,000	5,000	5,000	5,000	25,000
	<b>Sub-total</b>	<b>19,000</b>	<b>19,000</b>	<b>19,000</b>	<b>19,000</b>	<b>19,000</b>	<b>95,000</b>
	<b>6.2. Livelihood skills</b>						
	6.2.1. Support livelihood survival skills for persons living with HIV/AIDS and survivors of EVD	50,000	40,000	30,000	20,000	15,000	155,000
	6.2.2. Develop a selection criteria for the beneficiaries	-	-	-	-		-
	6.2.3. Monitor and evaluate livelihood skills	3,000	3,000	3,000	3,000	3,000	15,000
	<b>Sub-total</b>	<b>53,000</b>	<b>43,000</b>	<b>33,000</b>	<b>23,000</b>	<b>18,000</b>	<b>170,000</b>
	<b>6.3. Women’s rights and vulnerable groups</b>						
	6.3.1. Quarterly dialogue forums with communities, local and national stakeholders on Women’s property rights	4,000	4,000	4,000	4,000	4,000	20,000
	6.3.2. Collaborate with CSOs to engage Parliament & Parties to pass the Gender Equality Bill into law	3,000	-	-	-		3,000
	6.3.3. Provide support to trafficked people, persons held in servitude and street children	10,000	10,000	10,000	10,000	10,000	50,000
	6.3.4. Commercial sex minors rehabilitated, reintegrated and transformed into productive citizens	30,000	25,000	20,000	15,000	10,000	100,000
	6.3.5. Sensitize and rehabilitate ex-child offenders against reoffending	25,000	25,000	25,000	25,000	25,000	125,000
	6.3.6. Safeguard policy formulated and implemented in the church and affiliate organizations	6,000	-	-	-	-	6,000
	<b>Sub-total</b>	<b>78,000</b>	<b>64,000</b>	<b>59,000</b>	<b>54,000</b>	<b>49,000</b>	<b>304,000</b>
	<b>6.4. Peace consolidation and national cohesion</b>						
	6.4.1. Quarterly community peace dialogue forums in conflict flash points	15,000	15,000	15,000	15,000	15,000	75,000
	6.4.2. Quarterly inter-party dialogue forums at District and Regional levels	20,000	20,000	20,000	30,000	20,000	110,000
	6.4.3. Develop jingles on peace themes in some local languages & air through radio stations	7,000	7,000	7,000	7,000	7,000	35,000
	6.4.4. Organise bi-weekly radio and TV discussions on peace consolidation	15,000	15,000	15,000	15,000	15,000	75,000
6.4.5. Collaborate with Inter-Religious Council, PPRC to organise quarterly inter-party dialogue events	9,000	9,000	9,000	9,000	9,000	45,000	
6.4.6. Establish and support peace clubs in schools nationwide	8,000	8,000	8,000	8,000	8,000	40,000	
6.4.7. Support strategic meetings and engagements to establish & operationalize the National Cohesion and Peace Commission (INCPNC)	10,000	-	-	-	-	10,000	
6.4.8. Monitor and report on the activities of INCPNC	-	5,000	5,000	5,000	5,000	20,000	
<b>Sub-total</b>	<b>84,000</b>	<b>79,000</b>	<b>79,000</b>	<b>89,000</b>	<b>79,000</b>	<b>410,000</b>	
<b>Annual totals for Pillar 6</b>		<b>234,000</b>	<b>205,000</b>	<b>190,000</b>	<b>185,000</b>	<b>165,000</b>	<b>979,000</b>

### Strategic Pillar 7: Migration flows

Pillar	Indicative activities	Input US\$					Total
		Yr. 1	Yr. 2	Yr. 3	Yr. 4		
Strategic Pillar 7: Migration flows	<b>7. Migration flows</b>						
	<b>7.1. Sensitization</b>						
	7.1.1. Quarterly radio and TV discussions on the dangers of illegal migration	12,000	12,000	12,000	12,000	12,000	60,000
	7.1.2. Produce and disseminate IEC materials on the dangers of illegal migration flows	15,000	-	10,000	-	8,000	33,000
	<b>Subtotal</b>	<b>27,000</b>	<b>12,000</b>	<b>22,000</b>	<b>12,000</b>	<b>20,000</b>	<b>93,000</b>
	<b>7.2. Train youth employable skills including entrepreneurial skills</b>						
	7.2.1. Conduct mapping and assessment of institutions offering skills on youth employability	-	-	-	-	-	-
	7.2.2. Develop criteria for the selection of youth beneficiaries for employable skills training (1,000 youth beneficiaries per annum nationwide)	-	-	-	-	-	-
	7.2.3. Develop MoUs between CSL and training institutions	-	-	-	-	-	-
	7.2.4. Categorise youth into their chosen field of study and provide course orientation	-	-	-	-	-	-
	7.2.5. Provide training fee & ancillary support to 1,000 youth beneficiaries to their respective institutions of learning per annum	50,000	50,000	50,000	50,000	50,000	250,000
	7.2.6. Quarterly Monitoring and Evaluation of training programme	3,000	3,000	3,000	3,000	3,000	15,000
	<b>Subtotal</b>	<b>53,000</b>	<b>53,000</b>	<b>53,000</b>	<b>53,000</b>	<b>53,000</b>	<b>265,000</b>
	<b>7.3. Post- training support</b>						
	7.3.1. Procure post training kits for youth to establish their enterprises	200,000	500,000	500,000	500,000	500,000	2,200,000
	7.3.2. Support job placement for youth with no enterprises	-	-	-	-	-	-
	7.3.3. Provide initial financial support to youth with initiatives in establishing their own enterprises	40,000	40,000	40,000	40,000	40,000	200,000
7.3.4. Support business mentoring schemes for beneficiaries	-	-	-	-	-	-	
7.3.5. Link beneficiaries to MFIs	-	-	-	-	-	-	
<b>Subtotal</b>	<b>240,000</b>	<b>540,000</b>	<b>540,000</b>	<b>540,000</b>	<b>540,000</b>	<b>2,400,000</b>	
<b>Annual totals for Pillar 7</b>		<b>320,000</b>	<b>605,000</b>	<b>615,000</b>	<b>605,000</b>	<b>613,000</b>	<b>2,758,000</b>

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