

HOPE WORLDWIDE SIERRA LEONE
[HWWSLe]

1/1/2021

STRATEGIC PLAN

2021 - 2024

HOPE WORLDWIDE SIERRA LEONE IS A CHARITY-BASED ORGANISATION OF THE INTERNATIONAL CHURCH OF CHRIST-SIERRA LEONE AND IS AFFILIATED WITH THE ASPIRATION AND FOCUS OF GOLBAL HOPE WORLDWIDE. AND THE SAM & EMILY KANU Foundation, UK. HoWWSLe EXIST TO HELP CHANGE LIVES AND GIVE HOPE TO THE POOR AND NEEDY IN SOCIETY IN ACCORDANCE WITH BIBLICAL PRINCIPLES ((MATTHEW 25:35- 40)

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EXECUTIVE SUMMARY

This document is a four -year strategic plan of Hope Worldwide Sierra Leone (HWWSLe), an affiliate organisation to global Hope Worldwide and Evangelical Fellowship of Sierra Leone, formed in 2021 as a non-political, non-tribalistic and not-for-profit organization. HoWWSLe is a Christian-based charity organisation with the focus to deliver sustainable, high-impact, community-based services to the poor and needy in the areas of benevolent outreach, early childhood development and education, healthcare and sanitation, response to disaster management, human resource capacity development and mentorship programs.

The plan presents a situational analysis of Sierra Leone in the light of HWWSLe's overall desire for humanitarian interventions, followed by six strategic objectives. This is followed by a brief explanation of the implementation and resource mobilization strategies and the associated risks.

The plan emphasizes components 1, 2, and 3 – development of HWWSLe, benevolent outreach programs and early childhood development—as first priorities followed by healthcare service interventions. Efforts will be also directed in HWWSLe's staff and volunteers involved in disaster management response and support to food production through agricultural interventions as long term plan.

The expected benefits will be HWWSLe together with our partners are bringing hope and changing lives for good in Sierra Leone which is in consistent with the overall goal of the sustainable development goal.

Implementation strategy in the interim will adopt a labour-based participatory approach with HWWSLe directly mobilizing community volunteers within the ICOC- Sierra Leone membership and, later, as the organization's financial resource base becomes robust, the approach will increasingly adopt contracting of service providers for the execution of specific outputs. HoWWSLe recognizes government's mandate for national development and will therefore seek to leverage organizational pressure on government towards the implementation of key outputs such as education and healthcare service delivery.

HWWSLe intends to mobilize resources for implementation through monthly contributions and pledge commitments of its membership and through the parent church poor fund. HWSLeF also intends soliciting external funding from both national and international charity and development organisation including hope worldwide and the Sam and Emily Kanu Foundation in the UK; and also the involvement of the organisation in fundraising ventures mainly carried out within the municipalities it operates.

At the policy level, monitoring and evaluation shall be undertaken by a HWWSLe appointed select committee which shall be submitting quarterly reports of implementation activities to the HWWSLe executive body and board of trustees.

VISION

HWWSLe is the ICOC Sierra Leone service to the community with a vision to restore hope for vulnerable people and harnessing the compassion and commitment of dedicated staff and volunteers through sustainable, high-impact, creditable community-based services to the poor and needy

MISSION

HWWSLe exist to take the lead responsibility in charitable interventions in helping the poor and needy, and in providing services in the areas of disaster management, early childhood development, peace, education and healthcare programs, through volunteerism and effective partnership and collaboration with the Global Hope Worldwide.

VALUES

As a faith-based organisation, HWWSLe is committed to upholding these core values:

Professional Service - with humility, discipline, integrity and team spirit to change lives and give hope to the poor and needy

Inclusiveness – ensuring diversity and non-discrimination as to sex, tribe and regional affiliation

Accountability – embracing honest and transparent collaboration

Faithfulness – maintaining a high moral standards and truthfulness in service delivery.

Love and Caring – eagerness to embrace the poor and marginalised people in society with love and compassion

COUNTRY PROFILE AND RATIONALE FOR HOPE WORLDWIDE SIERRA LEONE

1. The Republic of Sierra Leone covers an area of 71,927 sq. km, on the west coast of Africa, bordered on the north west and the north east by the Republic of Guinea, on the south east by the Republic of Liberia, and on the west by the Atlantic Ocean. It consists of a hilly western peninsula, and a hinterland rich in diverse natural resources, including agricultural and mineral resources. Because of its extended coastline, lush scenery and tropical climate which is about 250 miles long, the country has great potentials for an attractive tourist haven. In 1808, Freetown, the capital of Sierra Leone, became a British Crown Colony, and in 1896, the interior of the country became a British Protectorate. Sierra Leone achieved Independence in 1961.
2. Sierra Leone belongs to the group of Least Developed Countries (LDCs) and participates in the Highly Indebted Poor Countries (HIPC) initiative. It had suffered one of most horrible civil war in the history of the sub-region which lasted for eleven (11) years (1991 – 2002). In 2014 and 2015, the country again witnessed an outbreak of Ebola Virus Disease (EVD) that kills thousands of people and left thousands of EVD survivors. Sierra Leone is also prone to natural disasters such as the mudslide that took place in 2015 and frequent flooding every raining season in Freetown and other urban cities.
3. Standard of living for the average Sierra Leonean is still remain a major challenge particularly for vulnerable groups or key population such as persons with disability and children, orphans, street children, older people, EVD and Mudslide survivors, war wounded, people living with HIV/Aids and women in abject poverty.
4. It was in the light of these challenges that the International Church of Christ Sierra Leone, saw the need to establish Hope Worldwide Sierra Leone (HWWSLe) as a vehicle to mobilize human and material resources both at national and diaspora level, to address some of these cross-cutting needs of our people who are in desperate condition that requires humanitarian intervention and services.
5. Like the Global Hope Worldwide, Jesus' example is at the center of everything we do. HoWWSLe staff and volunteers will strive to imitate His example of unconditional love and compassion for the poor – without regard to faith or background. It is the desire of

HWWSLe to mobilise staff and volunteers dedicated to serving, teaching and healing families made vulnerable due to poverty, disease or disaster and enabling them to rise out of their desperate situations.

SITUATIONAL ANALYSIS

6. Viewing the situation analytically, HoWWSLe has identified several factors of strength that can be strategically beneficial to the achievement of its vision.
7. One such factor is that of the overwhelming support and enthusiasm of both HoWWSLe members and the Leadership and Board of the Sierra Leone Church for this development initiative. Mobilising support for implementation of activities may not be a big challenge. Another factor of strength is the intellectual and technical pool of human resource available within the Church and HoWWSLe founding members for the development of project proposals. Within its fold, the Church has been engaging in benevolent assistance to vulnerable people, support the education of children from poor homes and gives medical helps to members with serious ailments. The challenge might be coordination of these pool of busy specialists for the achievement of HoWWSLe's strategic objectives.
8. An identified weakness is the weak resource base of the organisation at present. Presently, HoWWSLe operates through its meagre funds obtained from the Church poor fund, sale of registration forms, monthly contributions and personal pledges of its members. However, measures to address this weakness has been outlined below under Resource Mobilization Strategies. Another perceived weakness is the fact that the current HWWSLe Executive works as volunteers without stipends due to lack of funds, which undermines the full operation of the HoWWSLe. Measures to overcome this weakness has been to rely heavily on the current staff and volunteers of the ICOC Sierra Leone to do the daily routine of HWWSLe.
9. There are several opportunities that HWWSLe can exploit to achieve its objectives. For example, networking with Hope Worldwide for Africa, America and the United Kingdom and support from the ICOC West Africa Mission (WAM) and Africa Mission Association (AMA) in philanthropies activities.

10. HWWSLe also foresees the opportunity to collaborate with the Freetown City Council and other Districts Councils wherever it operates in operationalizing and fast-tracking social services and Community Based Poverty Reduction Programmes in the respective municipalities.
11. HWWSLe will also exploit the opportunity of empowering farmers as well as engage in Agriculture, the proceeds of which will go towards providing the food needs of the key population also known as vulnerable people.

STRATEGIC OBJECTIVES

12. HWWSLe aims at achieving the following strategic objectives which have been arranged into six components:

Component One:	Development and Administration of HWWSLe
Component Two	Benevolent Outreach Programs
Component Three:	Early Childhood Development and Education Programs
Component Four:	Health and Sanitation
Component Five:	Disaster Management Response
Component Six:	Agricultural Development and General Welfare

DESCRIPTION OF THE COMPONENTS

COMPONENT 1: Development and Administration of HWWSLe

13. This Component aims at developing HWWSLe into a strong, national and internationally recognised and financially capitalized faith-based organization capable of responding to the developmental needs and aspirations of the poor and people living in vulnerable communities.

14. Hope Worldwide Sierra Leone (HWWSLe) is presently in its infancy and little known outside of Sierra Leone itself. Financially, it has a weak resource base and needs to galvanize funds to be able to achieve its mandate.
15. The immediate action plan therefore includes mobilization of human and capital resources to enable HWWSLe to deliver on its mandate in a timely manner. Pursuant to this, HWWSLe is set to undertake the under-mentioned activities:
 - i. Registration of the organization as a Community-Based Organization with the Freetown City Council and other District Councils and later as a Local Non-Governmental Organization (NGO) as an affiliate of Hope Worldwide International faith-based NGO.
 - ii. Launching of HWWSLe in Freetown
 - iii. Establishment of HWWSLe office space in Freetown and ensure that HWWSLe is popularised in the Western Area.
 - iv. Registration of HWWSLe membership including the allocation of membership/ monthly subscription cards.
 - v. Recruitment of staff and volunteers
 - vi. Opening of the organization bank accounts in Freetown,
 - vii. Development of HWWSLe website.
 - viii. Establishment of HWWSLe Board of Directors and zonal Committees for the enhancement of administrative operations and supervision.
 - ix. Establishment of HWWSLe fund raising ventures in Freetown that the Executive deem to be commercially viable and have the potential to net in funds to the organization.
16. HWWSLe shall develop and supervise its fund raising ventures which shall be managed by an appointed team of Board of Directors. All proceeds and donations shall be put into HWWSLe bank accounts for implementation of programs.

17. HWWSLe also intends the convening of Annual Conferences of HWWSLe in Freetown that will serve as a forum for appraisal of stewardship of every appointed executive and also an opportunity for the meeting of all volunteers.
18. In line with the above, the launching of HWWSLe in Freetown, registration with the Freetown City Council and the opening of bank accounts, should be undertaken between January and February 2021.
19. All of these activities are geared towards achieving the overall goal of positioning HWWSLe in restoring hope for the vulnerable people and harnessing the compassion and commitment of dedicated staff and volunteers' services to the poor and needy.

COMPONENT 2: Benevolent Outreach Programs

20. The key drive for the formation of this organisation is to follow the teachings of our Lord and Saviour, Jesus Christ manifested in Matthew 25: 35-40, which states:

“For I was hungry and you gave me something to eat, I was thirsty and you gave me something to drink, I was a stranger and you invited me in, I needed clothes and you clothed me, I was sick and you looked after me, I was in prison and you came to visit me...Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me.”

21. HWWSLe will prioritize its services to reaching out to the needs of the poor and needy in the form of palliatives support to key population such as persons with disabilities, old people's homes, orphanage, persons living with HIV/Aids and Ebola and Mudslide survivor. HoWWSLe will therefore collaborate with the benevolent Committee of ICOC – Sierra Leone in ensuring that poor outreach activities carried out four times yearly.

COMPONENT 3: Early Childhood Development & Education Programs

22. The goal of this component is to provide accessible and affordable high quality learning opportunity at early childhood development and Primary and Secondary School levels for children who are orphans and from poor home background.

23. The key challenge is inadequate educational infrastructure throughout poor community settlements, inadequate learning materials, and trained and qualified teachers. Presently, the educational system lacks the proper package for early childhood development programs particularly for children from poor homes and therefore affect their ability to acquire the appropriate educational skills at primary and secondary school levels. Also, trained and qualified teachers are ill-motivated to stay on as teachers for want of adequate remuneration and the lack of basic facilities such as internet and DSTV in most of these communities. .
24. The strategic objective therefore is to provide adequate educational infrastructure especially for early childhood development and well-staffed primary and secondary schools run by Hope Worldwide Sierra Leone Foundation..
25. To this effect, HWWSLe will seek to establish a preparatory school aimed at fostering early Childhood development and a primary school first in Western Area of Freetown. HWWSLe will also pursue the establishment of an Information, Communication and Technology (ICT) Centre in poor communities to facilitate positive interactions and exchanges among youths of those communities. HWWSLe will also pursue the promotion of educational initiatives such as award of scholarships to deserving students and hardworking deserving teachers of the community. HWWSLe will also seek to establish a community library in Grafton and other communities.
26. In line with the award of scholarships, already ICOC Sierra Leone through the support of Chance for Africa has been providing 20 scholarships every year for the past four years to vulnerable children and HWWSLe hope to continue with that trend..

COMPONENT 4: Health and Sanitation

27. This Component seeks the improvement of the health and living standards of the most vulnerable people within the community through the provision of medical aid, health infrastructure, medical equipment, drugs and enhanced health service delivery.
28. This plan will seek to establish a Hope Worldwide Health clinic first in Western Area of Sierra Leone and subsequently in the provincial area. The Plan also seeks to work in collaboration with community health Clinics and the Ministry of health and Sanitation

in any health State of emergency. It is expected that this intervention would increase the number of poor patients, especially pregnant women and children accessing medical facilities, therefore reducing Infant and Maternal Mortality and overall morbidity in the community.

29. In the area of sanitation, this Plan seeks to promote increased access to clean, safe drinking water through the construction of boreholes in communities that lacks pipe borne water supply.

COMPONENT 5: Disaster Management Response

30. This component seek to mobilize resources and volunteers capable of ensuring a holistic approach to disaster management, early warning, preparedness and recovery. Sierra Leone is a disaster prone country in which every raining season flooding occurs and affect thousands of people and properties destroyed Children, the aged and persons with disabilities are most vulnerable when disaster (natural or man-made) strikes.

31. HWWSLe's disaster management strategy is designed to meet the needs of the most vulnerable women, children, older people and persons with disability. Through proper training and planning, HWWSLe's intervention is to minimise the loss to children and vulnerable families when disaster strikes.

32. Another HWWSLe strategy in this component is disaster preparedness, which involves helping communities and families in disaster prone areas prepare for any imminent disaster. HWWSLe will also engage on its own preparedness in order to respond to communities' needs when disaster strikes. This will involve maintaining stores of relief items in strategically located disaster response warehouse. HWWSLe will work with its' national and International partners the following items are stored in the warehouse: Household kits; Water carriers; Tarpaulins; Reliable access to emergency food supplies; Water purification tablets; Shelter materials; Blankets and Cooking utensils.

33. In the area of response, HWWSLe will collaborate with International and local aid agencies in order to help avoid duplication, maximize efficiencies, ensure all needs are met and eliminate gaps in humanitarian response.

34. In the area of disaster recovery strategy, HWWSLe will focus on a number of areas to help vulnerable and affected communities such as water and sanitation; food and nutrition; education for children and child protection and humanitarian advocacy

COMPONENT 6: Agricultural Development and General Welfare

35. This Component seeks the support and promotion of agricultural production and therefore increased income levels and livelihoods for poor community farmers in selected communities in the interior part of Sierra Leone namely Kono, Makeni and Mile 91 communities.

36. The key challenge facing farmers is that farming activities are limited at the subsistence level. This does not provide for increased income levels and livelihoods. This Plan therefore seeks to organize HWWSLe farming membership for the expansion and diversification of agricultural productivity.

37. To this effect, HWWSLe plans to establish a two-acre experimental inland valley swamp rice farm for a start as a pilot commencing May 2022. The organization also plans to purchase farm produce from farmers within these communities during peak harvest seasons for storage and resale at a non-profitable price during lean seasons as a way of building organizational food flow and helping the community during the lean season.

38. HWWSLe will make use of micro-financing and training possibilities available within poor communities for the enhancement of agricultural productivity for small scale farmers in line with Government's initiative in the Smallholder Commercialization Programme.

39. Furthermore, HWWSLe will seek collaborate with and form linkages with Agri-based development initiatives such as the IVS Component of the IFAD sponsored Community Based Poverty Reduction Project (RCPRP).

40. HWWSLe will also seeks to promote the philosophy of controlled, sustainable animal husbandry especially with small ruminants and poultry.

41. HWWSLe as a long term plan, will establish appropriate partnerships for the introduction of environmental rehabilitaion and conservation schemes in an effort to ensure sustainable crop yields.

GENERAL WELFARE

42. This component will cater for the welfare of HWWSLe membership (Staff and Volunteers) in terms of unforeseen emergencies such as accidents and deaths. It is envisaged that funds will be set aside in a special account under this component to cater for these activities as and when they arise. The Plan also seeks to establish a micro-credit scheme to encourage and promote empowerment of women membership of HWWSLe which is presently disproportionate to men.

COORDINATION AND IMPLEMENTATION OF THE STRATEGY

43. The effective implementation of a strategy determines the extent of its success. Ability to accurately gauge the success of implementing this strategy is contingent on the level of coordination, monitoring and evaluation capacity of the institution. It also requires the HWWSLe to adopt an integrated, programmatic, innovative and inclusive approach. The HWWSLe is committed to the implementation of this strategy by establishing the following mechanisms:

A. Strategy Implementation and Coordination Committee

44. The HWWSLe will establish an all-inclusive Strategy Implementation and Coordination Committee comprising Board of Directors and key staff. These include:

- a) Board of Directors
- b) National Coordinator
- c) Departmental Directors
- d) Monitoring and Evaluation Coordinator

45. This committee will be responsible for the coordination and implementation of the strategy. In the process, monitoring and reflecting on its progress. The actions in the strategy will be divided into two categories, with actions delegated to either leadership or management functionaries. Actions A) will identify and list the key strategic actions requiring policy level engagement. These will be directed by the Board of Directors, who will devote their time and resources to ensure their achievement. Actions B) shall focus on the Organisation systems and processes issues and capacity building capabilities; this will be directed by the National Coordinator. They shall report to the main committee in collaboration with the heads of departments. The committee shall meet on the first Thursday of each month from the date of adoption of this strategy. It shall set implementation priorities and pursue them vigorously within agreed timelines.

B. Monitoring and Evaluation Framework

46. An essential component of the implementation process of the strategic plan will be the development of an M&E framework. The framework will ensure effective monitoring and evaluation of the strategy implementation and coordination. As such, there is a need for the strengthening of monitoring and evaluation capacity of HoWWSLe, including the gradual recruitment, training and deployment of M&E staff. The M&E staff will help the management team use tools such as the logical framework outlined in this strategy to guide the implementation of the strategy. It is important that the following M&E steps are undertaken with the implementation of the strategy:

- a) **Monitoring Activities:** The Board of Directors, staff and partners of HWWSLe should undertake regular monitoring activities of programs undertaken. The monitoring of activities will provide the Commission and its partners with a first-hand knowledge of how initiatives undertaken are implemented and they will also be able to assess the perception of the beneficiaries. The reports from the field will help the HWWSLe to take corrective measures within reasonable time.
- b) **Internal Evaluation:** There shall be M&E and programme unit of HWWSLe, which after every 6 months should conduct an internal evaluation exercise of the implementation of the strategic plan. The findings from the evaluation should be widely

disseminated and used to help revise the logical frame and activity plan of HWWSLe, to enable it to better respond to the services required by beneficiaries.

- c) **External Evaluation:** Every two years, HoWWSLe should hire an external evaluator to conduct an independent assessment of the implementation of the strategic plan. The findings from the evaluation exercise will provide clear indications as to whether the implementation of the strategy is on track or not. The HoWWSLe's M&E unit will provide support to the consultant and the internal evaluation report will also be of significance to the external evaluation process

47. The M&E Coordinator will be responsible for providing support to the Strategy Implementation and Coordination Committee.

C. Resources Mobilisation Committee

48. There shall be a Resources Mobilisation Unit, which shall complement the work of the Strategy Implementation and Coordination Committee. Its main function will be to mobilise resources to support the implementation of the priorities of the Strategy Implementation and Coordination Committee. The Resources Mobilisation Committee will work closely with key development partners, Hope Worldwide International, diplomatic missions and government to promote the strategy, in a bid to raise funds for its implementation. The committee will comprise of the following members:

- a) President of HWWSLe
- b) National Coordinator
- c) Programmes Director
- d) Director of Finance
- e) Monitoring and Evaluation Coordinator

D. Risks Management

49. There is no overlooking the fact that an organization of this nature seeking to mobilize human, material and financial resources towards the laudable goal of delivery services to change the lives of poor and needy people will have its share of associated risks.

50. A perceived risk is waning of membership commitment to HWWSLe vision after the initial euphoria for HWWSLe's formation. There is this perception among Church members that since the first attempt to establish Hope Worldwide Sierra Leone through Nigeria over twelve years ago failed or fizzled out with time, HWWSLe will fade away likewise. Strategy to address this risk will be relentless call for commitment, support and assurances of HWWSLe resolution and steadfastness towards its avowed vision.
51. Another risk will be the tendency for some of HWWSLe's members to try to use the organization for personal interest or for personal aggrandizement to the detriment of the poor and needy. HWWSLe intends putting strong checks and balances to forestall any such tendencies. All measures to ensure transparency and accountability are applied in every project implementation.
52. HoWWSLe also stands the risk of the Strategic Plan being stalled due to the current Corona virus pandemic and any other outbreak of communicable diseases such as Ebola, Lassa fever and cholera if the requisite funding is lacking to respond these challenges.
53. If any of these risks occur, HWWSLe will not be able to effectively realize its vision. HWWSLe founding leaders is mindful of this and is therefore working assiduously to prevent or mitigate such eventualities. The principal strategy is relentless consultative articulation of HWWSLe's vision among all stakeholders and partners with a view to promoting organizational focus and support.

FUNDS REQUIRED FOR IMPLEMENTATION OF THE STRATEGIC PLAN

No.	Component	Summary Cost (\$)				Total
		2021	2022	2023	2024	
1	Development & Administration of HoWWSLe	7,500	8,000	10,000	15,000	40,500
2	Benevolent Outreach	5,000	6,000	7,000	10,000	26,000
3	Early Childhood Development and Education Programs	5,000	8,000	10,000	30,000	52,000
4	Heath and Sanitation	-	6,000	15,000	35,000	55,000
5	Disaster Management Response	5,000	5,000	5,000	15,000	30,000
6	Agriculture Development and Welfare	-	2,500	5,000	15,000	22,500
TOTALS		\$ 22,500	\$ 35,500	\$ 52,000	\$ 120,000	\$ 230,000