



INFORMATIONAL HANDBOOK



SUSTAINABLE COMMUNITIES NETWORK (SCN)

DEDICATED TO SERVE
2024



SUSTAINABLE COMMUNITIES NETWORK



INFORMATIONAL HANDBOOK



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PRELIMINARIES

1. EXECUTIVE SUMMARY

Sustainable Communities Network (SCN) stands at the forefront of driving sustainable development and transformation in Sierra Leone as a National Non-Governmental Organisation (NGO) dedicated to service and community empowerment. SCN's mission is rooted in active participation and collaboration, particularly focusing on the Cole Farm community and its environs in Freetown's West End. Despite the challenges posed by youth unemployment and environmental degradation, SCN recognizes Cole Farm as pivotal to its strategy to formulate a framework for youth engagement and sustainable community development.

Since its inception in April 2023, SCN has achieved notable milestones that reflect its impact and commitment. SCN's efforts have garnered recognition locally, elevating its influence and allowing for broader partnerships and collaborations. This recognition has strengthened SCN's impact and visibility, positioning it as a key player in driving sustainable development agendas.

SCN's partnership with Cole Farm goes beyond traditional partnerships. It fosters genuine cooperation and co-creation of initiatives. This engagement has laid a solid foundation for effective community-driven projects, ensuring sustainability and relevance through the efforts of a team of passionate volunteers whose expertise and dedication are instrumental in driving positive change. Their contributions span across various areas, from implementing programs to advocating for community needs and aspirations. In addition, SCN's approach to strategic planning involves active participation from the Cole Farm community, ensuring that initiatives address their multifaceted challenges holistically. This collaborative planning process has led to innovative solutions and impactful interventions tailored to the local context.

One of SCN's key initiatives is the Digital Platform Centre (DPC), designed to bridge the digital divide and empower communities through technology. The DPC is a hub for digital literacy, offering free basic computer classes to youth and community members. This initiative is a complement to the other SCN thematic areas, namely: Sports, Entrepreneurship, Health and Environment, Arts and Culture. By providing access to digital resources and training, the DPC empowers individuals with essential skills for the digital age, opening doors to educational and economic opportunities. The DPC, thus, serves as a testament to SCN's commitment to leveraging technology for community development.

Looking ahead, SCN remains dedicated to serving communities and fostering sustainable development in Sierra Leone. The full handbook provides comprehensive insights into SCN's operational framework, strategies, achievements, and future plans, highlighting its ongoing efforts to create lasting impact and positive change.

2. FORWARD



SCN Founder & CEO Dr Columba Blango

It is with great pleasure and a sense of accomplishment that I present this foreword to the annual report of the Sustainable Communities Network (SCN). As the Chairman and CEO, I am immensely proud to reflect on the journey we have embarked upon since our inception in April 2023.

On the 23rd of December 2023, we marked a significant milestone with the official launch of SCN in Freetown, in collaboration with the vibrant Cole Farm community, where our head office is proudly located. In the short time since our establishment, SCN has demonstrated remarkable progress, achieving strides that underscore our commitment to building a

sustainable and impactful organisation.

The heart of our success lies in the collective efforts of an exceptional team that spans trustees, directors, the management team, volunteers, and the invaluable members of the Cole Farm community. Your hard work, commitment, dedication, and resilience have been the driving force behind SCN's accomplishments. Without your unwavering support, SCN would not have been able to realise the impressive milestones we celebrate today.

SCN operates within five key thematic areas: Sports, Health and the Environment, Digital Platforms, Entrepreneurship, and Culture and Arts. Each of these areas reflects our commitment to holistic community development, recognising the interconnectedness of various aspects that contribute to sustainable growth.

I extend my sincere gratitude to everyone who has played a role in SCN's journey thus far. Your contributions have not only built our organisational capacity but have also positioned SCN as a beacon of positive change within Sierra Leone. Together, we are shaping a future where sustainable communities thrive, and individuals, especially young people, are empowered to reach their fullest potential. I invite you to celebrate our achievements, acknowledge our challenges, and join us in charting the course for the next phase of SCN's impactful journey.

Thank you for your continued support and dedication to the vision of SCN.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'C. Blango', written over a white background.

Dr Columba Blango
Chairman and CEO

3. MESSAGE FROM THE TRUSTEES

As trustees of the Sustainable Communities Network (SCN), it is both an honour and a privilege to share with you our deep commitment to the transformative work being carried out in partnership with the Cole Farm Community in Freetown, Sierra Leone.

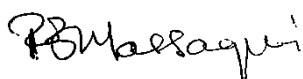
Our association with SCN is rooted in a shared vision for creating sustainable and thriving communities. The Cole Farm Community, though small, is brimming with potential and resilience. With a population predominantly composed of young individuals, the challenges of unemployment and deprivation are significant. As trustees, we stand united in our dedication to empower the youth of Cole Farm, fostering their growth into productive and sustainable citizens of Sierra Leone.

Our decision to serve as trustees stems from the belief that positive change can be catalyzed through community-driven initiatives. Throughout our tenure, we have witnessed inspiring stories of resilience, determination, and progress emerging from the members of the Cole Farm Community. The impact of SCN's programs is palpable, and we are proud to be associated with an organization that is making a tangible difference in the lives of the community's inhabitants.

Our satisfaction as trustees is derived from the tangible outcomes we witness – the empowerment of young people, the creation of sustainable livelihoods, and the fostering of a sense of community pride. SCN's commitment to holistic development aligns with our values, and it is heartening to see the positive trajectory of the Cole Farm Community under its guidance.

We wholeheartedly endorse SCN and its dedicated team for their unwavering commitment to sustainable community development. The tireless efforts of the organization, combined with the resilience of the Cole Farm residents, are a testament to the potential for positive change when communities come together. As we extend our best wishes for 2024 and beyond, we express our fervent hopes for continued success in all endeavours undertaken by SCN and the Cole Farm Community. May the seeds of positive change continue to sprout, grow, and bear fruit, creating a legacy of sustainability, empowerment, and prosperity for generations to come.

Sincerely,



Ms. Ramatu B. Massaquoi

On behalf of the Trustees, SCN

4. MESSAGE FROM COMMUNITY STAKEHOLDERS

As proud members of the Cole Farm Sustainable Communities Network (SCN) Working Group, we are eager to share the profound impact and positive experiences that have unfolded through our collaborative efforts with SCN. Together, we strive to foster sustainable development and transformation within the Cole Farm Community, a small yet resilient community in Freetown, Sierra Leone.

Our decision to actively engage with SCN is rooted in a shared vision of empowering the young people of Cole Farm, who constitute a significant 75% of the population and face the challenges of unemployment and deprivation. SCN, as a charitable Non-Governmental Organization, has proven to be a catalyst for positive change, committed to transforming the lives of the youth in the community into sustainable and productive citizens of Sierra Leone.

Working in tandem with SCN has been a source of inspiration for us. The dedication and passion demonstrated by the organization, coupled with the collaborative spirit of the Cole Farm Working Group, have resulted in tangible improvements and opportunities for the community. Our positive experiences stem from witnessing firsthand the transformative power of education, skills development, and community engagement facilitated by SCN.

We wholeheartedly endorse SCN for its unwavering commitment to sustainable community development. The strategic partnership between SCN and the Cole Farm Community Working Group has created a synergy that amplifies our impact, fostering a sense of empowerment and hope among the young people. The potential benefits of this collaboration are immense, offering pathways for skill acquisition, economic empowerment, and overall community resilience.

Our satisfaction as members of the working group lies in the realization that our collective efforts are contributing to the positive trajectory of the Cole Farm Community. The collaboration serves as a beacon of hope, illustrating the potential for meaningful change when communities unite with a common purpose.

As we extend our best wishes for 2024 and beyond, we express our hopes and aspirations for the continued success of SCN and the Cole Farm Community. May this collaboration flourish, bringing sustainable development and empowerment to all those we serve.

Here's to a year of impactful collaboration and shared success!

Warm regards,



Mr. Ibrahim Sillah,
Chairman, Cole Farm Community.

ABOUT SCN

5. PROFILE OF THE SUSTAINABEL COMMUNITY NETWORK

5.1. OVERVIEW

Sustainable Communities Network (SCN) stands as a beacon of hope within Sierra Leone, dedicated to fostering sustainable development and transformation. As a National Non-Governmental Organisation, our commitment lies in catalysing progress across the nation, one community at a time. Founded on the principles of youth empowerment and community sustainable development, SCN endeavours to empower communities, ensuring their active participation in Sierra Leone's journey towards prosperity.

From its genesis, SCN embraced a deliberate strategy, choosing to work hand in hand with the Cole Farm community, nestled in the heart of Freetown's West End. With an unwavering focus on youth engagement and sustainable practices, Cole Farm epitomizes the ideal setting for SCN's vision to unfold. Despite its modest size, Cole Farm grapples with multifaceted challenges, from youth unemployment to environmental degradation, underscoring the urgency of sustainable interventions.

SCN's operational framework revolves around five key thematic areas: Sports, Health and the Environment, Digital Platforms, Entrepreneurship, and Culture and Arts. Recognizing the intricate web of factors shaping community development, SCN adopts a holistic approach, addressing diverse needs comprehensively.

5.2. SCN'S STRATEGIC FRAMEWORK & ORGANISATIONAL ETHOS

After careful consultation with key stakeholders, SCN's founding team has crafted the following strategic framework that serves as a guiding beacon outlining the principles and aspirations of the organization.

5.2.1. Motto

Dedicated to Serve

5.2.2. Mission

SCN's mission is to foster national development by creating functional and sustainable communities throughout Sierra Leone

5.2.3. Vision

SCN envisages networks of sustainable communities everywhere in Sierra Leone, catalysing the country's development and transformation.

5.2.4. Values

Our values that undergird the operations of SCN are **Collaboration**, **Accountability**, **innovativeness**, and **Progress**.

5.2.5. Aims and Objectives

SCN shall pursue a diverse range of objectives to ensure that communities contribute significantly to the development of Sierra Leone. The organisation shall aim to:

- Address challenges to social mobility by implementing interventions and advocating for systemic changes that create a society where individuals have equal opportunities to succeed and achieve their full potential regardless of their background or circumstances.
- Equip young people with the necessary skills and knowledge to unleash their potential in making constructive contributions towards the progress and sustainability of their communities while enabling them to discover significance and direction for their own lives.
- Facilitate the grounds for community members to become stakeholders of their communities by promoting active participation of all in community development, encouraging the contribution of local ideas and resources, and engendering a sense of community leadership and ownership.
- Work with the mutual support of and in collaboration with other NGOs, local and international communities, and the Sierra Leonean government to optimise the effectiveness of SCN's members in contributing to the development of Sierra Leone.
- Foster community development in Sierra Leone by promoting engagement and entrepreneurship that empowers individuals and communities to create forms of sustainable growth and progress, which benefit everyone in the community.

5.2.6. The SCN Logo



The logo of Sustainable Communities Network (SCN) comprises three distinctive features, which are:

- *The Human Figures:* The five human figures holding hands represent SCN's strategic vision of community stakeholders working together to foster unity and peaceful co-existence, while constantly improving the living conditions of everyone in their communities. The five figures also represent our commitment to collaborating with others, using our fivefold tools for community development, namely, Sports, Health and the Environment, Entrepreneurship, Arts and Culture, and Digital Platform (See page 19-42 in the handbook for an explanation of each tool)
- *The Dome:* The dome serves as a spherical representation of the earth and holds a rich and symbolic significance across various contexts for SCN including the following:
 - Unity and Wholeness: The dome symbolises unity and completeness.

- Protection and Shelter: The dome signifies protection and shelter. SCN aspires to evoke a sense of hope, security, and stability, offering refuge from the scourge of society. The dome gives us a sense of social justice and social mobility.
- Continuity and Tradition: The dome is deeply ingrained in SCN's strategic mission and vision, symbolising continuity, and heritage. It serves as a reminder of the past and the cultural legacy of the communities we engage with.
- *The Colour 'Sky Blue'*: Sky blue is the official colour of SCN representing the following:
 - Its tranquil and expansive hue, embodies the spirit of community engagement and sustainable development. Imagine gazing up at a clear, azure sky, feeling connected to the world around you. Sky blue symbolises the shared aspirations of a community coming together to create a better future.
 - Just as the sky stretches out above us, enveloping us in its vastness, community engagement reaches across boundaries, bringing people together from all walks of life. It represents inclusivity, collaboration, and the belief that by working together, we can achieve more than we ever could alone.
 - Sky blue reflects the principles of sustainability and environmental stewardship. It reminds us of the delicate balance of our planet's ecosystems and the importance of preserving them for future generations. Like the sky itself, which serves as a natural canopy protecting all life on Earth, sustainable communities prioritise the well-being of both people and the planet.
 - In the same way that the sky changes throughout the day, shifting from dawn's soft pastels to the brilliance of midday and the serene hues of twilight, community engagement is dynamic and ever evolving. It adapts to the needs of its members, fostering resilience and innovation in the face of challenges.
 - Sky blue serves as a reminder of the boundless possibilities that lie ahead when communities unite in pursuit of a common vision. It represents hope, optimism, and the belief that by looking to the sky, we can find inspiration to build a brighter, more sustainable future together.

5.2.7. SCN'S Organogram

SCN is committed to setting up a team that works collaboratively and professionally to fulfil its vision and mission. We have, therefore, designed an organogram (figure.1 below) that delineates the lines of authority, accountability relationships, and the operational and programmatic roles that uniquely constitute SCN as a non-governmental organization. The benefit of this structure as currently designed lie in its clarity, defined roles, specialized expertise, support functions, clear leadership, and departmental structure, all of which (in the day-to-day operations) contribute to effective communication, decision-making, and operational efficiency within the organisation. The presence of specialized positions such as Director of Programmes, Director of Development & Media, and IT Advisors highlights a focus on expertise and specialization in key areas of the organization.

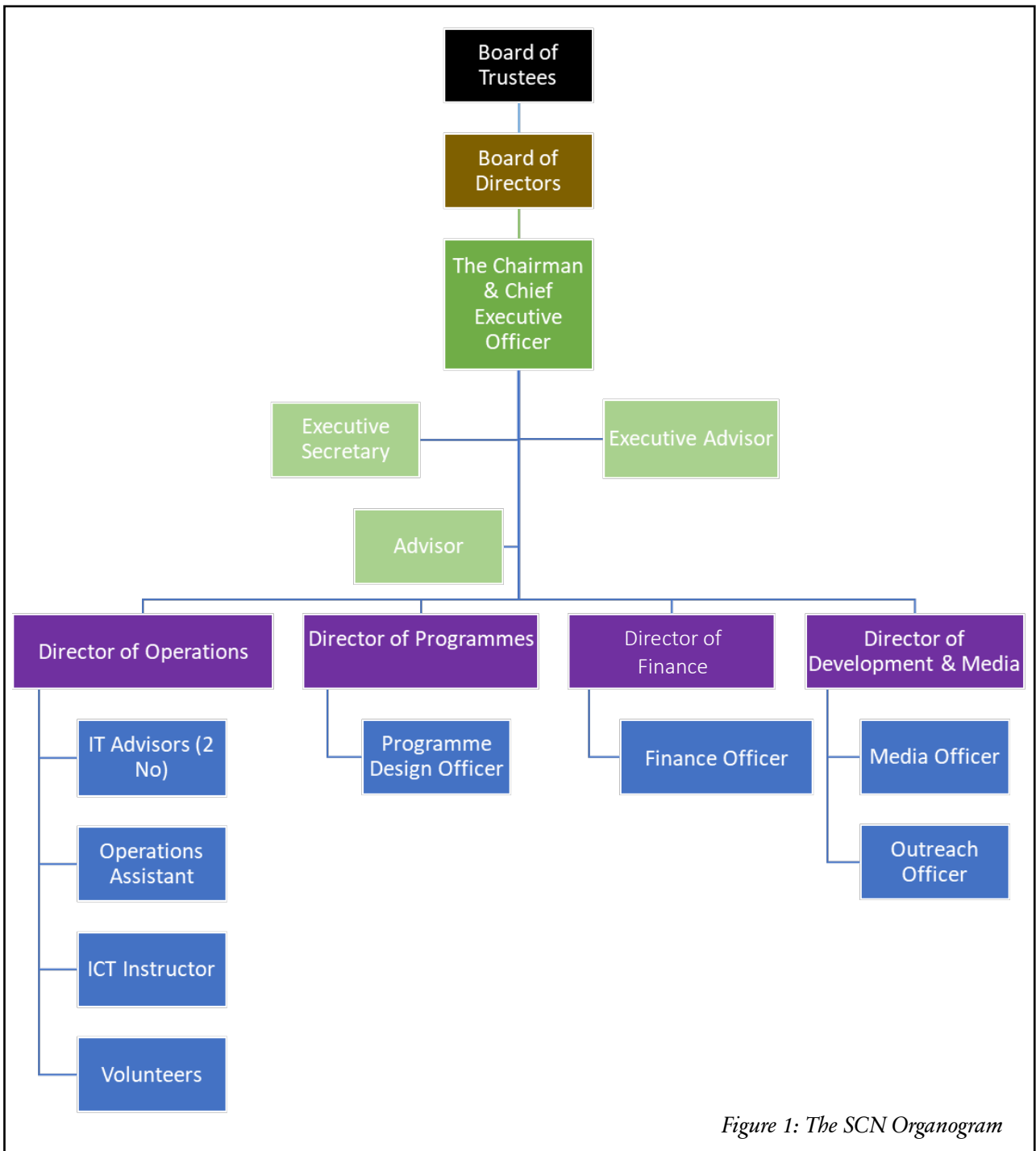


Figure 1: The SCN Organogram

6. WORKPLACE AND OPERATIONAL PRINCIPLES

The Sustainable Communities Network (SCN) has a welcoming and healthy work environment. As an employee, volunteer, or board member of our organization, you are an integral part of our mission to bring positive change to the communities of Sierra Leone. This section serves as a guide to the principles and policies that ensure a harmonious work environment and the achievement of our goals. By upholding these principles, we can fulfil our mission with integrity, compassion, and effectiveness, contributing to positive social change and sustainable development.

6.1. ETHICAL CONDUCT

- **Transparency and Accountability:** SCN operates transparently, providing clear information about its activities, funding sources, and decision-making processes. Accountability ensures that SCN is responsible for its actions and uses resources efficiently.
- **Respect for Human Rights:** SCN upholds and promotes human rights principles, including dignity, equality, and non-discrimination, in all their endeavours.
- **Integrity and Honesty:** Upholding integrity and honesty in all dealings, including interactions with stakeholders, donors, beneficiaries, and the public, is crucial for SCN to build trust and credibility.
- **Avoidance of Harm:** SCN ensures that their actions do not cause harm to individuals, communities, or the environment. This includes avoiding exploitation, coercion, and negative impacts on vulnerable populations.
- **Conflict of Interest Management:** SCN manages conflicts of interest transparently and impartially to maintain credibility and ensure that decisions are made in the best interests of their mission and beneficiaries.

6.2. SOCIAL VALUES

- **Justice and Equity:** SCN is critical in advancing social justice by addressing root causes of inequality, advocating for policy changes, and promoting inclusive development strategies. We work to ensure that all individuals have equal access to opportunities, resources, and rights, regardless of their background or circumstances.
- **Empowerment and Participation:** SCN strives to empower communities to participate in decision-making processes and actively engage them in the design and implementation of projects to foster ownership and sustainability.
- **Compassion and Solidarity:** Demonstrating compassion and solidarity with those in need is a fundamental moral principle for NGOs, guiding their efforts to alleviate suffering and promote well-being.
- **Sustainability:** SCN considers the long-term sustainability of their interventions, ensuring that they contribute positively to social, economic, and environmental development without compromising the needs of future generations.

- **Social Mobility:** SCN contributes to social mobility by providing education, skills training, economic opportunities, and support systems that enable individuals and communities to improve their socio-economic status. By breaking barriers and creating pathways for advancement, SCN helps people move beyond the constraints of poverty and inequality.

6.3. INTEGRATION INTO THE SCN WORKPLACE

6.3.1. Basic Expectations

- **Alignment with the SCN Mission:** Ethical and moral principles are intrinsic to the mission and objectives of SCN, guiding our decision-making and actions to achieve positive social impact.
- **Enhanced Effectiveness:** Operating with integrity, fairness, and a commitment to social justice enhances the effectiveness and credibility of SCN's interventions, fostering trust among stakeholders and maximising impact.
- **Sustainability and Legitimacy:** Upholding ethical and moral principles ensures the long-term sustainability and legitimacy of SCN, attracting support from donors, partners, and beneficiaries who share similar values.
- **Accountability and Responsiveness:** By adhering to ethical and moral standards, SCN demonstrates accountability to its stakeholders and remains responsive to the needs and aspirations of the communities it serves.

6.3.2. Employment Policy

- **Equal Opportunity Employment:** We are committed to providing equal employment opportunities to all individuals without regard to race, colour, religion, gender, sexual orientation, age, disability, or another characteristic.
- **Recruitment and Selection:** All recruitment and selection processes will be conducted fairly and transparently based on merit, skills, and qualifications relevant to the position.
- **Probationary Period:** New employees will undergo a probationary period of ninety days during which their performance will be assessed. Employment during this period is at will, subject to termination with or without cause.

6.3.3. Code of Conduct

This Code of Conduct applies to all Staff and Members of Board of Trustees, and volunteers of the Sustainable Communities Network (SCN), reflecting our core values and complying with Sierra Leone's NGO revised policy of March 2023 and relevant laws. It aims to foster accountability, transparency, and integrity while promoting professionalism and collaboration.

- *Professionalism:* Employees are expected to always conduct themselves professionally, treating colleagues, beneficiaries, and partners with respect and dignity.
- *Conflict of Interest:* Employees must disclose any actual or potential conflicts of interest that may arise between their personal interests and the interests of the NCS.
- *Confidentiality:* Employees must maintain the confidentiality of sensitive information pertaining to beneficiaries, donors, and organizational operations.

6.3.4. Performance Management

- **Performance Evaluation:** Regular performance evaluations will be conducted to provide feedback, identify areas of improvement, and recognize achievements.
- **Training and Development:** We are committed to supporting the professional growth and development of our employees through training opportunities and career advancement programs.

6.3.5. Health and Safety

- **Workplace Safety:** We provide a safe and healthy work environment for all employees, adhering to all relevant health and safety regulations.
- **Emergency Preparedness:** Employees will receive training on emergency procedures and protocols to ensure their safety and well-being in the event of a crisis.
- **Grievance and Complaints Procedure:** Employees are encouraged to raise concerns or complaints through the established grievance procedure, which ensures confidentiality and prompt resolution.

6.4. INVITATION TO PARTNERSHIP

As SCN strides forward on its journey of empowerment and transformation, the path ahead brims with promise and possibility. By nurturing partnerships, embracing innovation, and remaining steadfast in its commitment to serve, SCN is poised to catalyse enduring change, enriching the fabric of Sierra Leone's communities. We therefore invite you to be a part of our journey towards a brighter and more sustainable future for communities across Sierra Leone.

7. THEMATIC AREAS OF FOCUS

7.1. SPORTS FOR SOCIAL MOBILITY & NETWORK (SSMN)

7.1.1. Preamble

One of the five tools SCN wants to use to engage the Cole farm community is sports. Sports can play a significant role in building sustainable communities by fostering social cohesion, promoting physical and mental well-being, and creating opportunities for personal and collective development. From our surveys, young people make up 51% of the entire population of Cole Farm. Generally, over 60% of the population of Cole Farm is between the ages of 25 – 47 years. The SSMN is a concept that has been uniquely designed for the Cole Farm Youth. It can be geared towards engaging the youths and young population in the transformation of themselves and their communities at large.

The idea is to develop and transform young people and their communities through sports and well-being, using an inclusive programme that practically addresses the needs of young people (boys and girls, men and women, able-body and the physically challenged) This also includes disability sports. To ensure a holistic and transformative impact through sports, the project also incorporates leadership training, skills for job opportunities, character building, health awareness, governance, education, community development, and sports coaching.

7.1.2. Aims of the SSMN

The following details the objectives of the SSMN:

- To backstop and complement programmes for the overall government policies of ‘The New Direction’ and ‘Direction for Prosperity’, the former focusing on changing mindsets and making opportunities available and the latter focusing on creating a sustainable economy in all communities across Sierra Leone. In addition, SCN will support the Government of Sierra Leone's Medium-Term National Development Plan 2024-2030 (MTND)
- To help address the massive youth challenges in the country while developing sports from the grassroots level.
- To help render a massive boost for sports development and a constructive and sure way of developing sports from the community to the national level up to the international stage through the addition of the SCN's other development tools.
- To address the need for someone/organisation with the passion, commitment, drive, skills, knowledge, and experience to take the lead in supporting the Ministry of Sport and by extension, the Government.
- To enhance social mobility and network, community engagement, sports, and youth development.

- To express the need, desire, ability, and skills to deliver the National Sports Authority's (NSA's) seven Sustainable Development Goals.

7.1.3. The SSMN Method

- *Infrastructure development:* Establishing sports facilities such as arenas, and community sports centres to create spaces for individuals and groups to engage in various sports activities.
- *Grassroots programs:* Implementing grassroots sports programs at the community level to ensure access to sports for all age groups and abilities. These programmes can include sports clubs, leagues, tournaments, and training sessions.
- *Education and awareness:* Integrating sports-based education programmes that emphasize sustainable practices, such as environmental conservation, healthy lifestyles, and social responsibility, can help build awareness and develop sustainable habits among participants.
- *Collaboration and partnerships:* Collaborating with local organizations, businesses, and governmental agencies will enable pooling resources and expertise to support sports initiatives and ensure their long-term sustainability.

7.1.4. Tools for Driving SSMN

- *Sports equipment and facilities:* Adequate sports equipment and well-maintained facilities are essential for promoting sports participation and providing a safe and enjoyable experience.
- *Training and coaching:* Qualified coaches and trainers can provide guidance, skill development, and mentorship to participants, fostering personal growth and encouraging the adoption of sustainable values.
- *Technology:* Utilizing technology, such as sports analytics, fitness tracking devices, and virtual training platforms, can enhance performance, engagement, and data-driven decision-making in sports programmes.
- *Community engagement platforms:* Online platforms and social media can facilitate community engagement, communication, and coordination among participants, coaches, and organizers.

7.1.5. Advantages and Benefits

- *Health and well-being:* Regular sports participation improves physical fitness, mental well-being, and overall quality of life.
- *Social cohesion:* Sports bring people together, fostering social bonds, inclusivity, and a sense of belonging within the community.
- *Skill development:* Sports teach important life skills such as teamwork, leadership, discipline, resilience, and goal setting.

- *Personal growth:* Engaging in sports activities provides opportunities for personal growth, boosting self-confidence, self-esteem, and personal development.
- *Economic development:* Sports events and facilities can attract tourism, generate economic activity, and create job opportunities within the community.
- *Accessibility:* Sports can be adapted to cater to diverse abilities, ages, and genders, ensuring inclusivity and equal participation.
- *Scalability:* Sports programs can be scaled up or down based on the community's needs, making them adaptable to different sizes and demographics.
- *Community pride:* Successful sports programmes and events instil a sense of pride and unity within the community, enhancing its reputation and identity.
- *The inherent positive values of sports are* respect, self-esteem, discipline, confidence, awareness of others, teamwork, problem-solving, leadership, role model, fair play, and citizenship.

7.1.6. Potential Outcomes

- *Enhanced community cohesion:* Sports promote social interaction, bridge cultural divides, and create a shared sense of community spirit.
- *Improved health outcomes:* Regular sports participation contributes to reduced rates of chronic diseases, improved mental health, and increased overall well-being within the community.
- *Sustainable behaviour adoption:* Sports-based education and awareness initiatives can drive behaviour change and promote sustainable practices within the community, leading to long-term environmental and social benefits.
- *Talent development and opportunities:* Sports programs can identify and nurture talented individuals, providing them with opportunities for professional development and representing their community at regional, national, and international levels.
- *Community empowerment:* Engaging in sports empowers individuals, giving them a sense of agency, ownership, and responsibility for their own development and the betterment of their community.

7.1.7. The Way Forward

- Collaborative Partnerships
- Long-Term sustainable investment
- Empowerment and Capacity Building
- Continuous Evaluation and Adaptation
- Inclusivity in decision-making
- Develop and invest in the vision on a cross-government basis.
- 7.Understand the opportunities and challenges.

- Identify options for implementation.
- Support funding applications.
- Confirm how outcomes will be measured.

7.1.8. Conclusion

- By SCN supporting and working with the Cole Farm community, both parties can foster innovation, and achieve sustainable development goals effectively.
- This collaboration between the Cole Farm community and SCN can lead to positive outcomes such as improved quality of life, increased participation in sports, improved education outcomes, improved performance in sports, social inclusion, economic growth, and overall community well-being.
- By utilizing sports as a catalyst, the Cole Farm community can foster sustainable practices, promote well-being, and build stronger social ties, ultimately creating a positive and thriving environment for all residents.

‘Sports has the power to change the world. It has the power to unite people in a way that little else does. It speaks to youth in a language they understand. Sports can create hope, where once there was only despair. It is more powerful than governments in breaking down racial barriers.

–Nelson Mandela



Pictures 1 & 2: Teams preparing for the Cole Farm football gala.



Pictures 3 & 4: Community football match and medalling.

7.2. HEALTH AND THE ENVIRONMENT

7.2.1. Preamble

Health and environment is one of the five tools SCN intends to use to transform the lives of young people in the Cole Farm community and make it a sustainable community. In doing so, SCN will focus on integrated health and environmental initiatives.

By combining health and environmental initiatives, SCN could create a holistic and sustainable transformation in the Cole Farm community, fostering a healthier, more resilient, and economically empowered population. Regular community engagement, monitoring, and adaptation of strategies based on community feedback will be essential for long-term success. Here are specific strategies and potential benefits:

7.2.2. The Principles

- *Community Engagement*
 - Involve the community in decision-making processes.
 - Conduct needs assessments to understand specific health and environmental challenges.
- *Holistic Approach*
 - Address health and environmental issues simultaneously for a holistic impact.
 - Consider social, economic, and cultural aspects in programme design.
- *Capacity Building*
 - Empower community members with knowledge and skills for sustainable practices.
 - Create awareness and where possible, provide training on health education, waste management, and environmental conservation.
 - Empower the community through education and skill development.
 - Build local leadership to sustain initiatives beyond SCN's involvement.
- *Partnerships*
 - Collaborate with local government, NGOs, and businesses to enhance resources and support.
 - Form partnerships to access funding, expertise, and wider networks.
- *Sustainability*
 - Focus on long-term solutions rather than short-term fixes.
 - Implement initiatives that the community can maintain independently.

- *Community Resilience*
 - Strengthened community bonds and resilience against future challenges.
 - Sustainable practices that lead to long-term benefits.
- *Local Economic Development*
 - Creation of job opportunities through environmental and agricultural initiatives.
 - Economic empowerment leads to poverty reduction.

7.2.3. Methods

- *Health Education Programs*
 - Conduct workshops on hygiene, nutrition, and preventive healthcare.
 - Partner with existing facilities for regular check-ups.
- *Environmental Conservation Initiatives*
 - Implement solid waste management programs, including recycling and composting.
 - Promote tree planting, sustainable agriculture, and water conservation practices.
- *Health Initiatives*
 - Health Education and Awareness
 - Conduct regular health education workshops to raise awareness about preventive healthcare, nutrition, and hygiene.
 - Empower young people with knowledge about common health issues and disease prevention.
- *Skill Development*
 - Offer vocational training in environmentally friendly industries (e.g., sustainable gardening).
 - Foster entrepreneurship among young people for sustainable businesses.
- *Infrastructure Development*
 - Improve access to potable water and sanitation facilities.
 - Develop green spaces and recreational areas for community well-being.
- *Youth Empowerment*
 - Provide vocational training programs for employability.
 - Create youth-led projects related to health and environmental sustainability.
 - Foster entrepreneurship and income-generating activities.

7.2.4. Implementation

- *Baseline Assessment*
 - Begin with a comprehensive assessment of health and environmental conditions in the community.
- *Community Workshops*
 - Conduct workshops to sensitize and raise awareness about health and environmental issues.
 - Gather community input to tailor interventions to their specific needs.
- *Needs Assessment*
 - Conduct a thorough assessment to identify specific health and environmental challenges.
 - Engage with community members through surveys, focus groups, and interviews.
- *Action Planning*
 - Develop a comprehensive action plan with clear objectives and timelines.
 - Prioritize initiatives based on urgency and impact.
- *Community Workshops*
 - Conduct workshops to educate the community about the benefits of health and environmental initiatives.
 - Seek feedback and incorporate local knowledge into planning.
- *Pilot Projects*
 - Start small-scale initiatives to test the feasibility and acceptance of proposed solutions.
 - Adjust strategies based on feedback and results from pilot projects.
- *Continuous Monitoring and Evaluation*
 - Establish monitoring mechanisms to track progress and adapt strategies accordingly.
 - Involve the community in ongoing evaluations to ensure their needs are met.
- Implementing these strategic principles and methods in a collaborative and community-centred manner can contribute to the transformation of the Cole Farm community, fostering sustainable development and improving the lives of its young people. Regular monitoring and evaluation will be crucial to measure progress and make necessary adjustments to the initiatives.

7.2.5. Potential Benefits

- *Improved Health Outcomes*
 - Reduced prevalence of diseases through health education.

- Improved healthcare access.
- *Environmental Sustainability*
 - Cleaner and safer environment through solid waste reduction, conservation, and sustainable practices.
- *Empowered Youth*
 - Enhanced skills and knowledge leading to increased employability and entrepreneurship.
- *Community Cohesion*: Strengthened community ties through collaborative efforts towards shared goals.
- *Economic Growth*: Sustainable practices may lead to economic opportunities, such as eco-tourism or green businesses.
- *Improved Health*
 - Reduction in the prevalence of diseases and improved overall health.
 - Increased life expectancy and quality of life.
- *Sustainability*
 - Cleaner and safer living environment.
 - Enhanced biodiversity and natural resource conservation.
- *Empowered Youth*
 - Increased employability and entrepreneurship opportunities.
 - Youth actively contributing to community development.
- *Youth-Led Environmental Projects*
 - Encourages young people to take the lead in environmental initiatives.
 - Support for youth-led projects such as tree planting, environmental awareness campaigns, or sustainable energy projects.
- *Skills Training for Sustainable Jobs*
 - Equips young people with skills that align with both health and environmental goals.

7.2.6. Conclusion

SCN shall strategically start with small-scale pilot programmes to test the feasibility and effectiveness of initiatives and adjust strategies based on lessons learned during the pilot phase. The success of any SCN initiative will rely on active community participation, ongoing education, and adaptability to the evolving needs of the Cole Farm community. Regularly reassessing and adjusting strategies will contribute to long-term success.



Pictures 5 & 6: Cleaning Exercise (a)



Pictures 7 & 8: Cleaning Exercise (b)

7.3. YOUTH ENTREPRENEURSHIP PROGRAMME (YEP)

7.3.1. Preamble

Unemployment rates among the youths in Sierra Leone are alarmingly high. The Sustainable Communities Network (SCN) has recognised this urgent problem and has launched the Youth Entrepreneurship Programme (YEP) to address it. As one of SCN's key thematic areas of focus, the YEP aims to tap into the potential of Sierra Leone's vibrant youths to empower them with the necessary skills and knowledge to become successful entrepreneurs and business leaders. The programme offers a comprehensive curriculum that covers all aspects of developing and launching a successful business venture and is designed to create job opportunities, foster innovation, and drive economic growth in the country. Furthermore, participants will receive mentorship and guidance from experienced business leaders and entrepreneurs who can help them navigate the challenges of starting their businesses. The ultimate objective is to motivate and empower a new generation of dynamic entrepreneurs and business leaders in various communities across Sierra Leone by providing them with the essential support and resources they need to pursue wealth creation. This will help unlock a brighter future for the country and make a positive and lasting difference in the lives of its citizens.

7.3.2. The YEP Rationale & Objectives

Youth entrepreneurship in Sierra Leone has the potential to drive economic growth and create jobs, but it faces several challenges. These include limited access to capital, poor infrastructure, market dominance by established businesses, and complex regulatory processes. Additionally, young entrepreneurs need mentorship and coaching to overcome skill gaps and lack of experience. To address these challenges, the YEP offers a comprehensive and robust curriculum that aims to fulfil the following objectives:

- Provide aspiring youth entrepreneurs with business leadership and management skills, financial literacy, and technology training to improve their chances of success and sustain their ventures.
- Establish mentorship and guidance that connects experienced business leaders with young entrepreneurs, providing valuable support for youths to build character, navigate challenges, and make informed decisions.
- Enable young entrepreneurs to access and generate the funding and resources needed to start and grow their businesses, providing links to financial support, mentorship, and networks of investors.
- Advocate for policies and infrastructure that facilitate innovation, fair competition, and transparent bureaucratic processes, while providing youths guidance and support services on regulatory compliance.

7.3.3. Approach and Strategic Focus

Given the objectives stated above, the YEP will focus on equipping young entrepreneurs with essential business skills, instilling a sense of social responsibility and community engagement, and empowering them through leadership training. Participants in this programme will also develop their character, and entrepreneurial mindset, and gain practical insights into entrepreneurship and business operations through hands-on experiences. The following lays out, in more detail, the YEP's areas of strategic focus for achieving its objectives:

- *Business Skills:* Our entrepreneurship and business programme focuses on honing essential business skills, including market research, financial management, marketing strategies, and business plan development. Participants gain practical know-how to turn ideas into successful ventures.
- *Citizen Engagement:* In our program, we instil a sense of social responsibility and community engagement. Young entrepreneurs are encouraged to develop businesses that positively impact society, fostering a culture of giving back and making a difference.
- *Leadership Development:* Aspiring entrepreneurs are empowered with leadership training, fostering effective decision-making, problem-solving, and team management skills. Our programme moulds future leaders capable of guiding their businesses to success.

- *Character Building:* Character-building forms a cornerstone of our curriculum, promoting ethical practices, integrity, and responsible entrepreneurship. Participants develop a strong foundation for ethical decision-making in their business ventures.
- *Entrepreneurial Traits:* We nurture the entrepreneurial mindset, emphasizing traits such as creativity, resilience, adaptability, and risk-taking. Participants learn to embrace challenges as opportunities for growth and innovation.
- *Practical Experience:* Hands-on experiences are integral to our program. Participants engage in real-world business projects, simulations, and internships, gaining practical insights into entrepreneurship and business operations.

7.3.4. The SCN Brand Promise & the YEP Benefits

At SCN, we are committed to providing a truly transformative learning experience that empowers leaders to drive the development of sustainable communities. As outlined in the second above, our entrepreneurship programme utilises interactive and engaging learning methods, practical skills, locally relevant case studies, and personalised mentorship from successful local entrepreneurs to enable each participant to develop the qualities necessary to make a lasting impact in the entrepreneurial ecosystem. Here are some potential benefits that the Youth Entrepreneurship Programme offers to individual participants as well as the wider society in Sierra Leone:

- *Job Creation and Economic Growth:* By promoting entrepreneurship, the YEP provides young people with opportunities to create jobs for themselves and others, contributing to the local economy and reducing unemployment rates.
- *Skills Development and Empowerment:* The YEP also equips young people with valuable skills such as problem-solving, decision-making, leadership, and financial management, making them more employable and independent.
- *Innovation and Creativity:* Young entrepreneurs have the potential to bring fresh perspectives, creativity, and innovative ideas to the table. By nurturing a culture of entrepreneurship, the YEP can help foster a thriving environment of innovative startups and businesses that can address local challenges and contribute to the overall development of Sierra Leone.
- *Community Development:* Successful youth-led businesses emerging from the YEP can have a positive impact on their communities through the provision of products or services that address community needs, leading to improved living standards and social development.
- *Social Impact and Sustainable Development:* By engaging in entrepreneurship, graduates from the YEP can drive positive social change and contribute to sustainable development goals. The training will help young entrepreneurs prioritise social and environmental concerns, leading to the possible emergence of social enterprises that tackle critical issues like poverty, education, healthcare, and environmental sustainability.

- *Resilience and Risk-Taking:* The YEP will inspire resilience and the willingness to take calculated risks in the face of challenges. In a country like Sierra Leone, where uncertainties are prevalent, developing these attributes among youth can lead to greater adaptability and a willingness to tackle obstacles head-on.

7.3.5. Conclusion

The YEP is a plan that seeks to empower Sierra Leone's teeming youths to become job creators and agents of economic growth in their country. By providing them with the necessary resources, knowledge, and skills, the programme aims to create a conducive environment for creativity and innovation, which is vital for the success of any business venture. In line with this vision, the programme sets clear objectives that guide its objectives. These include providing intending entrepreneurs with links to finance and markets, mentoring and coaching relationships, training and capacity-building, and networking opportunities. Through these initiatives, the programme seeks to equip young entrepreneurs with the necessary tools to overcome challenges and unlock their full potential. When fully activated and running, the YEP will raise a generation of job creators and innovators who will drive economic growth and development while fostering self-reliance that will help reduce Sierra Leone's dependence on foreign aid. ultimately, the success of the YEP will depend on the commitment of all stakeholders, including the government, private sector, civil society, and development partners, to support and sustain it over the long term.



Pictures 9 & 10: Tools manufactured in the Cole Farm Community and used for the cleaning exercise.

7.4. ARTS AND CULTURE DEVELOPMENT PROGRAMME (ACDP)

7.4.1. Preamble

Throughout history, the arts have proven to be powerful catalysts for engaging youth in sustainable community development. As John F. Kennedy once eloquently stated, 'If art is to nourish the roots of our culture, society must set the artist free to follow his vision wherever it takes him'. Embracing this philosophy, the Sustainable Communities Network (SCN) has

placed a strong emphasis on arts and culture as fundamental components for driving community transformation across Sierra Leone.

In pursuit of this vision, the organization has introduced the Arts and Culture Development Programme (ACDP) to harness the influential force of artistic expression and creativity in addressing social issues, fostering social cohesion, and uplifting underserved communities. The ACDP is designed to provide Sierra Leonean youth with opportunities to explore their artistic talents and utilize them as instruments for positive change within their communities. Through this program, SCN aims to cultivate proactive changemakers within Sierra Leonean communities by nurturing creativity and offering a platform for self-expression. The initiative envisions engaging youth from all corners of Sierra Leone in sustainable community development through diverse art forms, thereby contributing significantly to the nation's cultural advancement.

7.4.2. The Programme Outline

- The Arts and Culture Development Programme is a comprehensive initiative that encompasses various art forms and activities. It focuses on six primary areas of artistic engagement:
- *Visual Arts*: This includes painting, drawing, sculpture, and other visual art forms. It also involves photography, printmaking, and mixed media art.
- *Performing Arts*: This category encompasses theatre performances, music concerts, dance events, and cultural exchanges.
- *Literary Arts*: This involves poetry, short fiction writing, and storytelling sessions. It also includes novel writing, creative non-fiction, and spoken word performances.
- *Advocacy & Cultural Art*: This area covers community art projects, art-based advocacy campaigns, mural painting, street art, and public art installations.
- *Digital & New Media Art*: This category focuses on utilizing digital technology and new media platforms to develop virtual art that includes short films and video art, interactive media, digital illustration, and storytelling online.
- *Art Therapy*: This area involves using art for communication, self-exploration, emotional expression, personal growth, sustainable living, and healing. It also includes group art therapy, expressive arts therapy, and art-based interventions for mental health.

7.4.3. The Programme Approach & Implementation

As part of SCN's commitment to promoting sustainable development and community building in Sierra Leone through arts and culture, the ACDP will be implemented using a multi-faceted approach that involves:

- *Educational Workshops and Programs*: Through the ACDP, SCN will organize workshops and programs that incorporate literary, creative, visual, and performing arts to teach youth about sustainability and social issues. For example, SCN could conduct storytelling

sessions, poetry slams, or theatre workshops focused on sustainable practices and community development.

- *Community Arts Projects:* SCN will initiate community arts projects that involve young people in creating murals, sculptures, or other visual art pieces that convey messages related to sustainability and community development. These projects beautify public spaces while also spreading awareness about important issues.
- *Writing and Storytelling Competitions:* Organizing writing and storytelling competitions to encourage youth to express their ideas and visions for sustainable communities through literature and creative writing. The best entries will be published or showcased, bringing awareness to diverse community causes.
- *Theatre Performances:* SCN will collaborate with young artists to put on theatre performances that highlight sustainability challenges and solutions. These performances will be used to raise awareness among community members and stakeholders.
- *Music and Dance Events:* Organizing music and dance events with themes related to sustainability will engage youth and the broader community in a fun and creative way. These events will also serve as fundraisers or platforms to share information about ongoing sustainable development projects.
- *Art-Based Advocacy Campaigns:* SCN will use creative arts to design advocacy campaigns centered around sustainable development goals. Youth will be encouraged to create posters, banners, or digital media content that spreads awareness and calls for action.
- *Cultural Exchanges:* SCN will facilitate cultural exchanges where young people from different communities or countries come together to share their artistic talents and learn from each other. These exchanges will foster a sense of global solidarity towards sustainability.
- *Sustainable Fashion Design:* SCN will organize workshops that teach youth about sustainable fashion and design. Young designers will be encouraged to create clothing and accessories using eco-friendly materials and techniques.
- *Digital Media and Storytelling:* With the prevalence of social media and digital platforms, SCN will help youth create digital content, such as videos or podcasts, to tell stories about sustainability efforts in their communities.
- *Art Therapy Sessions:* SCN will use arts as a form of therapy to help youth cope with stress and trauma, while also fostering a sense of community cohesion.

7.4.4. The Potential Impact of the ACDP

Impacts on Youth: The implementation of ACDP at scale has the potential to bring about a significant and sustained positive impact on both youth and communities. Below are some of its potential impacts in detail:

- *Youth Empowerment:* The ACDP will empower youth to take on active roles in community development efforts, fostering a sense of agency and responsibility.
- *Creativity and Innovation:* The ACDP will encourage creative thinking and problem-solving skills, enabling youth to come up with innovative solutions to sustainability challenges.
- *Social Awareness:* With a focus on community sustainability, ACDP projects will help raise awareness about environmental and social issues among youth, inspiring them to become advocates for positive change.
- *Leadership Development:* Involving youth in arts through the ACDP will develop leadership qualities, enhancing their capacity to mobilise others and lead community-driven sustainability projects.
- *Collaboration and Inclusivity:* The ACDP, through its various art projects, will help promote collaboration and inclusivity, encouraging youth to work together across diverse backgrounds and perspectives.

Impacts on Communities:

- *Cultural Enrichment:* The artistic expression that the ACDP fosters will add vibrancy to communities, enriching their cultural identity and attracting visitors.
- *Social Cohesion:* The ACDP art projects will help bring communities together, fostering a sense of belonging and social cohesion around shared sustainability goals.
- *Environmental Awareness:* Arts produced by ACDP participants can serve as a powerful medium to raise awareness about environmental issues, inspiring communities to adopt sustainable practices.
- *Community Beautification:* The ACDP, through its various projects with community youths, will facilitate artistic installations and murals that can beautify public spaces, enhancing the overall aesthetics and pride of the community.
- *Sustainable Practices:* SCN is an ethical social venture and will therefore ACDP projects that incorporate recycled materials and eco-friendly techniques, thereby promoting sustainable living and resource conservation within communities.

7.4.5. Conclusion

SCN is employing the ACDP, with its wide-ranging but integrated art forms, as a powerful platform to engage with youth and promote sustainable development within communities. This encourages youth to engage with the arts and to utilise them as critical vehicles for building a sustainable future for themselves, their communities, and their country. This is why SCN is dedicated to working closely with national and community stakeholders who are passionate about building a cohesive and culturally vibrant Sierra Leone. Through the ACDP, the organization is utilising art-based approaches to promote sustainable development among youth, providing creative and engaging ways to raise awareness, share information, foster cultural understanding, and empower young people to become agents of change.

7.5. INFORMATION TECHNOLOGY AND DIGITAL PLATFORMS (ITDP)

Sustainable Communities Network (SCN) is of the firm belief that the strategic use of information technology (IT) and digital platforms holds immense potential to effectively engage youth and foster sustainable communities.

SCN aims to engage youth positively and build sustainable communities by using IT and digital platforms because primarily, it can be highly beneficial to the organisation's operations and service delivery process and mechanisms. We consider the following as advantages and positive outcomes of using IT and digital platforms are huge to SCN:

7.5.1. Objectives

- *Digital Literacy:* Provide free basic computer classes to youth and adults, equipping them with essential digital skills for the modern age.
- *Access to Information:* Offer a platform for community members to access educational resources, job opportunities, health information, and government services online.
- *Empowerment:* Empower individuals and communities by promoting digital inclusion, enabling them to participate more effectively in socio-economic activities.
- *Community Development:* Facilitate collaboration and knowledge-sharing among community members, fostering a culture of innovation and collective problem-solving.

7.5.2. Components of the Digital Platform

- *Hardware Infrastructure:* The DPC is equipped with 14 desktop computers, ensuring access to digital resources for multiple users simultaneously.
- *Software and Curriculum:* SCN has developed a curriculum covering basic computer skills, internet usage, productivity software (e.g., MS Office), and introductory programming concepts.
- *Training and Support:* Provide technical support, guidance, and mentoring to participants, ensuring they make meaningful progress in their digital literacy journey.

7.5.3. Strategies for Implementation

- *Identify Community Needs:* Conduct comprehensive community assessments to understand the unique needs, challenges, and aspirations of the target population.
- *Select Appropriate Digital Tools:* Choose digital platforms and tools that align with the preferences, technological literacy, and accessibility requirements of the community members. This may include social media, community forums, mobile applications, or virtual meeting platforms.
- *Design Engaging Content:* Develop compelling multimedia content and interactive experiences tailored to the interests and preferences of the community, ensuring accessibility and cultural relevance.

- *Foster Two-Way Communication:* Create opportunities for dialogue, feedback, and collaboration between community members and stakeholders, fostering a sense of ownership and empowerment.
- *Build Capacity:* Provide training and support to community members to enhance their digital literacy skills, enabling active participation and contribution to digital engagement initiatives.

7.5.4. Advantages of Using IT and Digital Platforms

- *Increased Reach:* Digital platforms would enable SCN to reach a wider youth audience globally, transcending geographical boundaries.
- *Enhanced Engagement:* Interactive digital platforms such as social media, forums, and apps will facilitate two-way communication, encouraging active participation from youth in the Cole Farm community.
- *Cost-effectiveness:* IT tools will provide cost-effective solutions for SCN in organising events, disseminating information, and managing projects compared to traditional methods.
- *Data Collection and Analysis:* SCN will use digital platforms to facilitate the collection and analysis of data more efficiently, helping us understand youth needs, preferences, and behaviours better.
- *Education and Awareness:* SCN is on track to use IT tools to educate youth about social and environmental issues, empowering them to become informed advocates for sustainable development.
- *Collaboration and Networking:* SCN will use online platforms to foster collaboration between us, youth groups, and other stakeholders, facilitating knowledge sharing and resource pooling for community development projects.
- *Innovation and Creativity:* SCN shall use digital platforms to encourage innovative approaches to youth engagement, such as gamification, multimedia content, and virtual events, making the initiatives more appealing to the youth demographic.

7.5.5. Expected Outcomes

In using IT and digital platforms, SCN expects the following outcomes:

- *Empowered Youth:* Through digital engagement, the youth of Cole Farm can develop leadership skills, critical thinking abilities, and a sense of social responsibility, contributing to their personal growth and the sustainability of their communities.
- *Community Participation:* Increased youth involvement in Cole Farm community projects and decision-making processes that will lead to more inclusive and sustainable development outcomes.
- *Amplified Impact:* Leveraging digital platforms will enable SCN to amplify the impact of its initiatives by mobilizing larger numbers of youth volunteers, supporters, and advocates.

- *Innovative Solutions:* The use of IT tools will empower SCN and youth to co-create innovative solutions to complex social and environmental challenges, fostering a culture of innovation within communities.
- *Long-term Sustainability:* By engaging youth in meaningful activities through digital platforms, SCN can cultivate a sense of ownership and commitment among the younger generation towards sustainable development goals, ensuring long-term sustainability.

7.5.6. Key Challenges

Even though the use of IT and digital platforms holds immense potential to effectively engage youth and foster sustainable communities, as an organisation, we do realise some of the fundamental challenges that we would need to pay attention to. Some of the key challenges are as follows:

- *Digital Divide:* Unequal access to technology and internet connectivity among youth from different socioeconomic backgrounds can exacerbate existing inequalities in participation.
- *Privacy and Security Concerns:* Collecting and managing the personal data of youth on digital platforms requires strict adherence to privacy regulations and robust cybersecurity measures to protect sensitive information.
- *Information Overload:* With the abundance of online content, engaging youth effectively amidst the sea of information can be challenging for SCN.
- *Digital Literacy:* Some youth may lack the necessary digital literacy skills to fully engage with online platforms, limiting their participation in digital initiatives.
- *Maintaining Engagement:* Sustaining youth and community engagement over time requires continuous effort from SCN to provide relevant and stimulating content, activities, and opportunities for involvement.
- *Digital Fatigue:* Excessive screen time and digital overload may lead to burnout and disengagement among youth, necessitating a balance between online and offline engagement strategies.

Despite these challenges, and provided that SNC addresses them proactively and adapts approaches to the evolving digital landscape, the fact remains that the strategic use of information technology and digital platforms holds immense potential to engage the youth and foster sustainable communities effectively.



Pictures 11 & 12: SCN's Digital Platform Centre (DPC)

STRATEGY AND PLANS

8. STRATEGIC PLAN 2024-2029

8.1. EXECUTIVE SUMMARY

The Strategic Plan for the Sustainable Communities Network (SCN) outlines a comprehensive framework aimed at fostering sustainable development, empowerment, and inclusive growth within underserved communities. Grounded in the principles of collaboration, innovation, and impact, this strategic plan encompasses key focus areas including sports, entrepreneurship, digital technology, health, and environment.

SCN's strategic vision revolves around leveraging sports as a catalyst for social inclusion, community cohesion, and youth empowerment. By investing in sports infrastructure, organizing events, and supporting sports programs, SCN aims to promote physical health, teamwork, and values of discipline among community members.

Entrepreneurship emerges as a cornerstone of SCN's strategy, emphasizing the cultivation of a vibrant entrepreneurial ecosystem. Through training, mentorship, access to resources, and networking opportunities, SCN seeks to empower aspiring entrepreneurs, stimulate job creation, and drive local economic development.

Digital technology plays a pivotal role in SCN's approach, with a focus on bridging the digital divide and promoting digital literacy. By establishing digital platform centre, offering free computer classes, and developing online resources, SCN aims to equip individuals with essential digital skills, enhancing access to education, information, and economic opportunities.

Health and environmental sustainability are integrated into SCN's strategic plan, recognizing the interconnectedness between human well-being and environmental health. SCN advocates for health education, preventive care, and access to healthcare services, alongside initiatives promoting eco-friendly practices, waste management, renewable energy, and conservation efforts.

The strategic plan is underpinned by robust monitoring and evaluation mechanisms, risk management strategies, and continuous adaptation to ensure accountability, transparency, and effectiveness. Through stakeholder engagement, partnerships, and participatory approaches, SCN aims to maximize its impact, reach, and sustainability across targeted communities.

In conclusion, SCN's strategic plan embodies a holistic approach towards community development, embracing diversity, resilience, and empowerment. By aligning its efforts with the needs and aspirations of communities, SCN is poised to drive positive change, foster inclusive growth, and create sustainable futures for all.

Sustainable Communities Network (SCN) is embarking on a transformative journey to empower youth and foster sustainable development in the Cole Farm Community in Freetown, and beyond. With a focus on sports, digital technology, entrepreneurship, health and environment, and arts and culture. SCN is dedicated to equipping young people with the skills

and resources needed to drive positive change. At the heart of our strategy lies the Digital Platform Centre (DPC), a cutting-edge hub providing free digital literacy training and internet access to community members. This symbolizes our commitment to equipping youth with essential skills for the digital age. This Strategic Plan 2024-2029 provides the strategic framework for SCN in full alignment with the strategic objectives and target set in SCN development plan 2023.

Through targeted capacity-building programs, community engagement, and strategic partnerships, SCN aims to create a ripple effect of positive impact across Sierra Leone. Our approach is dynamic, inclusive, and rooted in collaboration with stakeholders at all levels.

8.2. PURPOSE OF THE STRATEGIC PLAN

The purpose of this strategic plan is to provide a roadmap for Sustainable Communities Network (SCN) to achieve its mission of empowering youth and fostering sustainable development in Sierra Leonean communities. Through a systematic and coordinated approach, the strategic plan outlines SCN's goals, strategies, and actions to address the diverse needs and priorities of the communities it serves. Key purposes of the strategic plan include:

- **Guiding Decision-Making:** The strategic plan serves as a guiding framework for SCN's decision-making processes, helping prioritize initiatives and allocate resources effectively to maximize impact.
- **Setting Clear Goals and Objectives:** By clearly articulating its goals and objectives, the strategic plan provides a clear direction for SCN's activities and initiatives, ensuring alignment with its mission and vision.
- **Promoting Accountability and Transparency:** The strategic plan establishes clear performance indicators and milestones, facilitating accountability and transparency in SCN's operations and outcomes.
- **Enhancing Collaboration and Partnerships:** By identifying opportunities for collaboration and partnerships, the strategic plan fosters engagement with stakeholders, including government agencies, NGOs, private sector entities, and community members, to leverage resources and expertise for collective impact.
- **Adapting to Changing Contexts:** The strategic plan enables SCN to adapt and respond effectively to evolving community needs, emerging challenges, and external factors, ensuring relevance and resilience in its programming.
- **Maximizing Resource Utilization:** By prioritizing initiatives and optimizing resource allocation, the strategic plan enables SCN to maximize the use of its resources, including human, financial, and organizational assets, to achieve its objectives efficiently.
- **Communities:** Ultimately, the strategic plan aims to empower Sierra Leonean communities by equipping youth with the skills, knowledge, and resources they need to drive positive change and foster sustainable development. Through collaborative and participatory approaches, SCN endeavours to create inclusive, resilient, and thriving communities where every individual has the opportunity to thrive and contribute to a brighter future.

Together, we have the opportunity to empower a generation of young leaders and build thriving, sustainable communities in Sierra Leone. SCN invites all stakeholders to join us in this endeavour as we work towards brighter future for all.

8.3. SITUATION ANALYSIS

8.3.1. Demographic Data

- *Population Distribution:* SCN's reach extends across urban, peri-urban, and rural areas, catering to communities of varying sizes and densities.
- *Age Distribution:* The organization primarily targets youth aged 15 to 35, recognizing their potential as agents of change. However, SCN's programs also cater to individuals of all groups, ensuring inclusivity and generational participation.
- *Socio-economic Status:* SCN's initiatives are designed to address socio-economic disparities prevalent in Sierra Leone. While communities may enjoy relative prosperity and access to resources, others face challenges such as poverty, limited educational opportunities, and inadequate healthcare infrastructure.
- *Ethnic Diversity:* Sierra Leone boast a rich tapestry of ethnicities and culture. SCN's programs are inclusive and aim to serve individuals from diverse ethnic backgrounds, respecting and celebrating the country's cultural heritage.
- *Gender Inclusivity:* SCN is committed to gender equality and strives to engage both men and women in its activities. Efforts are made to address gender disparities and promote the active participation of women in decision-making processes and community development initiatives.
- *Geographical Variation:* SCN operates in both urban and rural settings, each presenting unique demographic characteristics and development challenges. Urban areas may grapple with issues such as rapid urbanization, while rural communities may face barriers related to agricultural livelihoods and access to basic services.
- Understanding the nuanced demographic landscape of the communities we serve enables SCN to tailor its programs effectively, ensuring that interventions are responsive to the specific needs and aspirations of each community.

8.3.2. Needs Assessment Survey

A Needs Assessment Survey is a systematic approach to gathering information from community members and households to identify their priorities, challenges, and aspirations. SCN utilizes this survey to ensure that its programs and initiatives are responsive to some of the specific needs of the communities it serves. Here is an outline of the components that will be included in SCN's Needs Assessment Survey.

- Conduct a thorough needs assessment to understand the most pressing issues facing communities we serve. This could involve research, surveys, and consultations with local stakeholders.
- Demographic Information:
 - Age

- Gender
- Household composition
- Education attainment
- Occupation
- Community Infrastructure and Services:
 - Access to clean water and sanitation facilities
 - Availability of healthcare services
 - Quality of education facilities
 - Transportation infrastructure
- Socio-economic Status:
 - Household income and livelihood sources
 - Employment status and job opportunities
 - Access to financial services (e.g. banking, microfinance)
- Education and Skill Development:
 - Availability and quality of educational institutions
 - Access to vocational training and skill development programs
 - Educational aspirations and barriers to learning.
- Digital literacy and Access to Technology:
 - Availability of internet connectivity and digital devices
 - Level of digital literacy and proficiency
 - Interest in digital technology and its potential applications
 - Economic opportunities and Entrepreneurship:
 - Availability of job and sources of income
 - Entrepreneurial aspirations and barriers to starting or growing businesses
 - Access to financial resources and business support services.
- Community Engagement and Social Cohesion:
 - Participation in community activities and organizations
 - Perception of community cohesion and social support networks
 - Opportunity for community involvement and leadership
- Cultural and Recreational Activities:
 - Interest in traditional arts, cultural festivals, and recreational activities.
 - Opportunities for preserving and promoting cultural heritage.
 - Availability of cultural and recreational facilities.

By incorporating these criteria into the Needs Assessment Survey, SCN ensures a comprehensive understanding of community needs and priorities, informing the design and implementation of targeted interventions that address the most pressing challenges and contribute to sustainable development.

8.3.3. Community Resource Inventory

For the Community Resource Inventory to be conducted by Sustainable Communities Network (SCN), the following criteria will be considered:

- Identification and assessment of existing infrastructure such as schools, healthcare facilities, roads, bridges, markets, community centres, and sanitation facilities. Inventory of natural resources including forests, water bodies, agricultural land, minerals and biodiversity.
- Evaluation of technological infrastructure such as access to electricity, telecommunications, internet connectivity, and availability of digital devices.
- Identification of skilled personnel within the community, including educators, healthcare workers, agricultural experts, engineers, and community development practitioners.
- Documentation of community leaders, elders, and influential individuals who play significant roles in community decision-making, mobilization, and leadership.
- Assessment of volunteers and community members willing to contribute their time, skills, and expertise to support community development initiatives.
- Evaluation of SCN's organizational capacity, including staff members, volunteers, consultants, and partners involved in program implementation, management and coordination.
- Identification of partner organizations, NGOs, government agencies, and other stakeholders collaborating with SCN to achieve common goals.
- Documentation of financial resources, funding sources, grants, donations, and budget allocations available to support SCN's activities and initiatives.

8.4. STRATEGIC FRAMEWORK

8.4.1. Youth Empowerment

Youth empowerment is a multifaceted process that involves equipping young people with the knowledge, skills, resources, and opportunities they need to take control of their lives, realize their full potential, and contribute positively to society. At Sustainable Communities Network (SCN), youth empowerment is at the core of our mission and programs. Here is how we approach youth empowerment.

- *Skills Development:* We provide youth with training and capacity-building programs designed to enhance their skills in areas such as leadership, entrepreneurship, digital literacy, communication, and problem solving. By acquiring these skills youth are better equipped to navigate challenges, pursue opportunities, and make informed decisions about their futures.
- *Youth Participation and Leadership:* We actively engage youth in decision-making processes, community development initiatives, and advocacy efforts. By providing platforms for youth voice and participation, we empower young people to advocate for their rights, shape their communities, and drive positive change. We also cultivate youth leadership skills and provide opportunities for youth-led projects and initiatives.
- *Employment Opportunities:* We create pathways to employment and economic empowerment for youth through free digital platform training program, and support for entrepreneurship. By providing access to skills training, and mentorship.

8.4.2. Digital Platform Initiatives

- *Goal:* Bridge the digital divide and promote digital literacy.

- *Objective 1:* Establish digital platform centre equipped with computers and internet access in targeted communities. This objective focuses on creating physical spaces within targeted communities where individuals can access essential digital tools and resources. The digital platform centre will be equipped with computers, internet connectivity, printers, and other necessary infrastructure to facilitate digital engagement. This centre will serve as hubs for community members to access online information, communicate with others, and develop digital skills. Key activities under this objective include:
 - Identifying suitable locations within targeted communities for setting up the digital platform centre, ensuring accessibility and convenience for residents.
 - Procuring and installing computers, networking equipment, software, and furniture to create functional and user-friendly spaces.
 - Establishing partnerships with local businesses, educational institutions, and government agencies to support the sustainability and maintenance of the centre.
 - Conducting outreach and awareness campaigns to inform community members about the services and opportunities available at the digital platform centre.
- *Objective 2:* Provide free basic computer classes and digital skills training to youth and adults. This objective aims to empower community members, particularly youth and adults, with essential digital literacy skills that are increasingly vital in today's digital age. The focus is on offering structured training programs to build foundational knowledge and competence in using digital tools and technologies. Key activities under this objective include:
 - Developing a curriculum for basic computer classes and digital skills training tailored to the needs and proficiency levels of participants.
 - Recruiting qualified trainers or instructors to deliver the training sessions, ensuring they possess expertise in teaching digital concepts effectively.
 - Organizing regular classes or workshops at the digital platform centres, offering flexible schedules to accommodate diverse learners.
 - Providing hands-on practice opportunities and interactive learning experiences to reinforce learning outcomes.
 - Monitoring participants' progress and providing support or additional resources as needed to enhance learning outcomes.
- *Objective 3:* Develop online resources and e-learning materials to support continuous learning and skill development. This objective focuses on leveraging digital technology to create and distribute educational resources and e-learning materials that complement in-person training efforts. The goal is to enable continuous learning and skill development beyond the traditional classroom setting. Key activities under this objective include:
 - Creating digital libraries or online repositories of educational resources, tutorials, and learning modules covering various topics related to digital literacy, software applications, internet safety, and more.
 - Collaborating with content creators, subject matter experts, and educational institutions to develop high-quality and relevant e-learning materials.

- Designing user-friendly platforms or portals where community members can access and engage with the online resources at their own pace.
- Promoting digital literacy campaigns and encouraging self-directed learning among community members through online forums, discussion groups, and interactive activities.
- Evaluating the effectiveness of the online resources and collecting feedback from users to improve content and usability continuously.
- By implementing these objectives under the Digital Platform Initiative, SCN can make significant strides in bridging the digital divide, promoting digital literacy, and empowering communities to thrive in the digital era.

8.4.3. Strategic Partnership and Collaboration:

Collaborating with local NGOs, government agencies, businesses, and international organizations is a crucial strategy for SCN to leverage additional resources, expertise, and networks for effective project implementation. Key elements of this strategy include:

- *Identifying Partners:* SCN will conduct a thorough assessment to identify potential partners that align with its mission and goals. This includes local NGOs with expertise in community development, government agencies involved in relevant sectors (e.g., education, technology), businesses with corporate social responsibility initiatives, and international organizations offering funding or technical support.
- *Building Relationships:* SCN will establish and nurture relationships with identified partners through regular communication, meetings, and collaboration on specific projects or initiatives. Building trust and mutual understanding will be essential for successful partnerships.
- *Resource Mobilization:* Collaborative efforts will focus on resource mobilization, including financial support, in-kind donations (e.g., equipment, training materials), volunteer contributions, and access to networks or expertise. Partnerships will be leveraged to maximize the impact of SCN's programs and initiatives.
- *Project Implementation:* Partnerships will extend to joint project planning and implementation, where each partner contributes their strengths and resources. This collaborative approach ensures a holistic and sustainable impact on community development and digital inclusion.

8.4.4. Capacity Building

Providing training and capacity-building programs is essential to empower community leaders, volunteers, and project beneficiaries with the skills and knowledge needed for effective participation and contribution to SCN's initiatives. Key aspects of this strategy include:

- *Needs Assessment:* SCN will conduct needs assessments to identify the specific training needs of target groups, including community leaders, volunteers, and beneficiaries. This includes assessing existing skills, knowledge gaps, and learning preferences.
- *Curriculum Development:* Based on needs assessments, SCN will develop customized training curricula covering topics such as project management, digital literacy, community

engagement, sustainability practices, and leadership development. Curricula will be designed to be interactive, practical, and relevant to participants' roles and responsibilities.

- *Training Delivery:* SCN will organize training sessions, workshops, seminars, and capacity-building programs using diverse teaching methods (e.g., lectures, hands-on activities, group discussions). Training will be delivered by qualified trainers or subject matter experts, ensuring quality and engagement.
- *Monitoring and Evaluation:* The effectiveness of capacity-building efforts will be monitored and evaluated through participant feedback, assessments, and performance metrics. Continuous improvement and adjustments to training programs will be made based on evaluation findings.

8.4.5. Technology Integration

Leveraging digital tools and platforms is essential for efficient project management, data collection, monitoring, and impact assessment within SCN's initiatives. Key components of this strategy include:

- *Digital Tools Selection:* SCN will identify and adopt appropriate digital tools and platforms for project management, communication, data collection, and reporting. This may include project management software, data analytics tools, communication platforms, and mobile applications
- *Training and Support:* SCN will provide training and support to staff, volunteers, and partners on using digital tools effectively. This includes technical training, troubleshooting assistance, and best practices for data security and privacy.
- *Data Collection and Analysis:* Digital tools will be utilized for data collection, including participant demographics, program outcomes, feedback, and impact indicators. Data analysis techniques will be applied to derive insights, monitor progress, and inform decision-making.
- *Innovative Solutions:* SCN will explore innovative solutions such as mobile apps for community engagement, feedback mechanisms, and real-time communication. These solutions enhance community participation, transparency, and responsiveness to community needs.

By implementing these strategies effectively, SCN can strengthen its capacity, leverage partnerships for resource mobilization, and leverage digital technology for impactful and sustainable community development initiatives.

8.4.6. A Participatory Approach

SCN recognizes the importance of involving community members in decision-making processes and project planning to ensure that initiatives are relevant, impactful, and sustainable. Key elements of this approach include:

- *Inclusive Participation:* SCN will adopt inclusive strategies to engage a diverse range of community members, including women, youth, elders, marginalized groups, and local leaders. This ensures that all voices are heard and represented in decision-making.

- *Consultation and Feedback:* Prior to initiating projects or making significant decisions, SCN will conduct consultations and seek feedback from the community. This may involve community meetings, focus group discussions, surveys, and interviews to gather insights, preferences, and priorities.
- *Co-Creation:* SCN will facilitate co-creation processes where community members actively contribute ideas, expertise, and resources to project design and implementation. This collaborative approach fosters ownership, empowerment, and sustainability.
- *Capacity Building:* SCN will invest in building the capacity of community members to participate effectively in decision-making and project planning. This includes providing training on advocacy, leadership, communication, and project management skills.
- *Transparency and Accountability:* SCN will maintain transparency in decision-making processes by providing clear information, updates, and explanations to the community. Accountability mechanisms will be established to ensure that decisions are aligned with community priorities and expectations.

8.4.7. Community Outreaches

SCN will organize various forums, workshops, and outreach programs to promote dialogue, collaboration, and community participation. These activities serve as platforms for information sharing, learning, networking, and collective action. Key components of this strategy include:

- *Community Forums:* SCN will organize regular community forums or town hall meetings where community members, SCN staff, partners, and stakeholders come together to discuss issues, share updates, and address concerns. These forums provide opportunities for open dialogue, Q&A sessions, and decision-making processes.
- *Workshops and Training:* SCN will conduct workshops, training sessions, and capacity-building programs on topics relevant to community development, digital literacy, sustainability, and other key areas. These sessions empower community members with knowledge, skills, and tools to actively participate in SCN's initiatives.
- *Outreach Programs:* SCN will engage in outreach activities such as awareness campaigns, door-to-door visits, community events, and mobile clinics to reach out to underserved or marginalized groups. These programs aim to build trust, foster relationships, and increase participation from diverse communities.
- *Partnership Events:* SCN will collaborate with partners, local organizations, and government agencies to co-host events such as job fairs, health clinics, educational workshops, and cultural celebrations. These events promote collaboration, resource sharing, and community solidarity.

By implementing these community engagement strategies, SCN can strengthen relationships with community members, enhance project relevance and impact, and foster a sense of ownership and empowerment among stakeholders.

8.5. IMPLEMENTATION PLAN

8.5.1. Phase 1- Needs Assessment and Planning (Months 1-3):

During this phase, SCN will focus on conducting comprehensive needs assessments, engaging stakeholders, and developing detailed project plans. Key activities include:

- *Community Needs Assessments:* SCN will conduct surveys, interviews, focus group discussions, and data analysis to identify the specific needs, priorities, challenges, and opportunities within target communities. This includes assessing digital literacy levels, infrastructure gaps, socio-economic factors, and community aspirations.
- *Stakeholder Consultations:* SCN will engage with stakeholders including community leaders, government officials, NGOs, businesses, and residents to gather input, feedback, and perspectives. This collaborative approach ensures that projects are aligned with community priorities and expectations.
- *Project Planning:* Based on needs assessments and stakeholder input, SCN will develop detailed project plans that outline objectives, activities, timelines, budget allocations, resource requirements, and performance indicators. Plans will be comprehensive, realistic, and aligned with SCN's mission and goals.
- *Resource Allocation Strategies:* SCN will develop strategies for resource mobilization, including identifying potential funding sources, in-kind contributions, partnerships, and volunteer support. Resource allocation plans will be transparent, efficient, and sustainable.

8.5.2. Phase 2- Pilot Projects and Capacity Building (Months 4-9):

This phase focuses on implementing pilot projects, building capacity, and delivering training programs to enhance community skills and knowledge. Key activities include:

- *Pilot Projects Implementation:* SCN will select target communities for pilot projects and initiate activities such as setting up digital platform centre, improving infrastructure, conducting awareness campaigns, and launching digital literacy programs. Projects will be closely monitored for effectiveness and impact.
- *Capacity Building Programs:* SCN will provide training sessions, workshops, seminars, and capacity-building programs for community members, volunteers, and project beneficiaries. Training topics may include digital literacy, project management, sustainable practices, leadership development, and community engagement.
- *Evaluation and Feedback:* Throughout the pilot projects, SCN will collect data, monitor progress, and solicit feedback from participants, stakeholders, and partners. This feedback loop enables continuous improvement, adjustments to strategies, and identification of best practices.

8.5.3. Phase 3 - Scaling and Expansion (Months 10-18):

In this phase, SCN will scale up successful initiatives, expand project reach, strengthen partnerships, and enhance fundraising efforts. Key activities include:

- *Scaling Successful Initiatives:* SCN will expand successful pilot projects to additional communities based on lessons learned, best practices, and impact assessments. This includes replicating effective models, adapting strategies to local contexts, and leveraging scalability.
- *Partnership Strengthening:* SCN will deepen partnerships with stakeholders, local organizations, government agencies, businesses, and international donors. Collaborative efforts will focus on resource sharing, knowledge exchange, and joint initiatives to maximize impact and sustainability.
- *Fundraising Efforts:* SCN will enhance fundraising efforts through grant applications, donor outreach, fundraising events, and strategic partnerships. Diversifying funding sources and securing long-term commitments are essential for sustained impact and growth.

8.5.4. Phase 4 – Monitoring and Evaluation (Ongoing):

Throughout all phases and beyond, SCN will implement robust monitoring and evaluation mechanisms to track progress, measure outcomes, and assess impact. Key activities include:

- *Data Collection:* SCN will collect quantitative and qualitative data using various methods such as surveys, interviews, observations, and performance metrics. Data collection tools and protocols will be standardized for consistency and reliability.
- *Monitoring Progress:* SCN will monitor project activities, timelines, budget utilization, and key performance indicators (KPIs) to ensure alignment with project plans and objectives. Regular progress reports and updates will be shared with stakeholders.
- *Evaluation:* SCN will conduct periodic evaluations to assess the effectiveness, efficiency, relevance, and sustainability of projects and initiatives. Evaluations may include impact assessments, cost-benefit analyses, stakeholder feedback, and lessons learned.
- *Continuous Improvement:* Based on monitoring data, evaluation findings, and stakeholder feedback, SCN will make continuous improvements to strategies, programs, and operations. This includes identifying areas for optimization, addressing challenges, and implementing corrective actions as needed.

8.6. RESOURCE PLANNING, MOBILISATION & MANAGEMENT

8.6.1. Human Resources

- *Project Managers:* SCN will hire experienced project managers to oversee the planning, implementation, monitoring, and evaluation of its initiatives. Project managers will be responsible for coordinating activities, managing resources, mitigating risks, and ensuring project alignment with organizational goals.
- *Trainers:* SCN will recruit qualified trainers or instructors with expertise in digital literacy, project management, community development, and related areas. Trainers will deliver training sessions, workshops, capacity-building programs, and educational materials to beneficiaries, volunteers, and stakeholders.
- *Support Staff:* SCN will allocate resources for support staff roles such as administrative assistants, technical support specialists, community coordinators, and outreach officers. Support staff play a critical role in facilitating smooth project operations, communication, logistics, and stakeholder engagement.

8.6.2. Financial Resources

Securing adequate funding is essential for SCN to implement its initiatives, sustain operations, and achieve impact. Key elements of financial resource allocation include:

- *Grant Funding:* SCN will actively pursue grants from government agencies, international organizations, philanthropic foundations, and corporate sponsors. Grant funding supports project implementation, capacity building, infrastructure development, and sustainability initiatives.
- *Donations:* SCN will solicit donations from individuals, businesses, and community partners who share its mission and values. Donations may include financial contributions, in-kind donations (e.g., equipment, supplies), volunteer support, and pro bono services.
- *Fundraising Activities:* SCN will engage in fundraising activities such as crowdfunding campaigns, fundraising events, charity auctions, and sponsorship opportunities. These activities help diversify funding sources, raise awareness, and build support for SCN's initiatives.
- *Earned Income:* Develop sustainable income streams to supplement funding sources and explore opportunities for earned income generation, such as fee-based services, training programs, consulting services, digital product sales, and revenue-sharing partnerships.
- *Membership and Partnership Contributions:* Motivate and/or levy members to make contributions as well as collaborate with partners, sponsors, and donors to secure financial contributions, in-kind donations, and resource sharing agreements.

8.6.3. Technological Resources

Acquiring and leveraging appropriate technological resources is essential for SCN to facilitate digital inclusion, communication, data management, and project implementation. Key components of technological resource allocation include:

- *Computers:* SCN will acquire desktop computers, laptops, tablets, and other devices for digital platform centre, training facilities, and administrative offices. These devices enable community members, staff, and volunteers to access digital tools, software applications, and online resources.
- *Internet Connectivity:* SCN will invest in reliable internet connectivity, broadband services, and networking infrastructure for digital platform centre and project sites. Internet access facilitates online learning, communication, data collection, and collaboration.
- *Software Licenses:* SCN will purchase software licenses for productivity tools, educational software, project management platforms, data analytics tools, and security software. Licensed software enhances efficiency, effectiveness, security, and compliance with industry standards.

By effectively allocating human, financial, and technological resources, SCN can optimize its capacity, leverage opportunities, and achieve sustainable outcomes in community development and digital inclusion initiatives.

8.6.4. Risk Management

- *Identifying Potential Risks:*
 - Funding Constraints: One of the primary risks for SCN is funding constraints, where the organization may face challenges in securing adequate financial resources to support its initiatives. This risk can arise due to economic downturns, changes in donor priorities, or limited fundraising success.
 - Technical Challenges: SCN may encounter technical challenges related to the acquisition, deployment, and maintenance of technological resources such as computers, internet connectivity, software, and digital platforms. Technical issues can lead to delays, disruptions, and inefficiencies in project implementation.
 - Community Resistance: Another risk is community resistance, where certain stakeholders or community members may oppose or express scepticism towards SCN's projects, initiatives, or strategies. Resistance can stem from cultural differences, communication barriers, conflicting interests, or misunderstandings.
- *Developing Risk Mitigation Strategies:*
 - Diversification of Funding Sources: To mitigate the risk of funding constraints, SCN can develop a strategy to diversify its funding sources. This includes actively pursuing grants, donations, sponsorships, partnerships, and fundraising activities from multiple sources to reduce reliance on a single funding stream.
 - Technical Expertise and Support: SCN can mitigate technical challenges by ensuring access to technical expertise, support services, and training of staff, volunteers, and beneficiaries. This includes partnering with IT professionals, leveraging technology vendors, and investing in capacity building to address technical issues proactively.
 - Community Engagement and Communication: To address community resistance, SCN can prioritize community engagement, dialogue, and transparency. This includes conducting outreach programs, community forums, stakeholder consultations, and communication campaigns to build trust, address concerns, and foster collaboration.

8.6.5. Contingency Planning

- *Financial Contingency Plan:* SCN can develop a financial contingency plan to address funding shortfalls or unexpected budget constraints. This plan may include identifying alternative funding sources, implementing cost-saving measures, reallocating resources, and revising project timelines or scope as needed.
- *Technical Support and Backup Systems:* In case of technical challenges, SCN can establish contingency plans such as backup systems, technical support hotlines, remote troubleshooting capabilities, and disaster recovery protocols. This ensures continuity of operations and minimizes disruptions to project activities.
- *Conflict Resolution and Mediation:* For addressing community resistance, SCN can develop conflict resolution and mediation strategies. This may involve appointing community liaisons, establishing grievance mechanisms, facilitating dialogue sessions, and collaborating with local leaders or mediators to resolve conflicts constructively.

8.6.6. Budget Planning

- *Project-Based Budgeting:* Develop a detailed budget for each of SCN's strategic initiatives, including digital platform expansion, outreach programs, capacity building, partnerships, infrastructure development, and operational expenses.
- *Cost Estimation:* Estimate costs for personnel, equipment, technology, training programs, marketing and communication activities, partnerships, community events, monitoring and evaluation, and administrative overhead.
- *Budget Categories:* Organize the budget into categories such as personnel costs, program expenses, technology investments, marketing and outreach, partnerships and collaborations, contingency reserves, and miscellaneous expenses.
- *Budget Timeline:* Define the budget timeline, including monthly, quarterly, and annual budget allocations. Align budget allocations with project timelines, milestones, and funding cycles.

8.6.7. Financial Management

- *Capacity Development:* Build financial management capacity within SCN, including staff training, professional development, and skills enhancement in budgeting, financial analysis, grant management, fundraising, compliance, and reporting.
- *Budget Monitoring:* Implement robust financial monitoring and control mechanisms to track budget expenditures, variances, and financial performance against targets. Use budgeting software, financial dashboards, and reporting tools for real-time visibility and decision-making.
- *Financial Reporting:* Prepare regular financial reports, statements, and summaries to communicate budget status, income sources, expenses, cash flow projections, and financial outcomes to stakeholders, donors, partners, and board members.
- *Risk Management:* Incorporate risk management strategies into financial planning and management. Identify financial risks such as funding fluctuations, budget overruns, revenue uncertainties, and cost escalations. Develop contingency plans and risk mitigation strategies to address financial risks proactively.
- *Compliance and Transparency:* Ensure compliance with financial regulations, accounting standards, donor requirements, and reporting guidelines. Maintain transparency, accountability, and integrity in financial management practices. Conduct regular audits and financial reviews to ensure accuracy, reliability, and compliance.
- *Financial Partnership:* Strengthen partnerships with financial institutions, consultants, auditors, legal advisors, and financial experts to access specialized expertise, technical support, and best practices in financial management.
- *Board and Leadership Involvement:* Engage SCN's board of directors, leadership team, finance committee, and stakeholders in financial planning, decision-making, oversight, and governance. Foster a culture of financial accountability, transparency, and stewardship.

8.6.8. Resource Allocation

- *Prioritization:* Prioritize budget allocations based on strategic priorities, project impact, community needs, and organizational goals. Allocate resources to high-impact initiatives that align with SCN's mission, vision, and values.
- *Resource Optimization:* Optimize resource allocation by identifying cost-saving opportunities, efficiency improvements, and resource reallocation strategies. Evaluate resource utilization, effectiveness, and return on investment (ROI) for different initiatives and activities.
- *Flexibility:* Maintain flexibility in budget planning and resource allocation to adapt to changing needs, opportunities, and external factors. Adjust budget allocations based on feedback, evaluation findings, emerging trends, and strategic shifts.

8.6.9. Resource Monitoring and Evaluation

In addition to risk identification, mitigation strategies, and contingency plans, SCN will implement continuous monitoring and evaluation processes to assess the effectiveness of risk management efforts. This includes regular risk assessments, progress tracking, performance monitoring, stakeholder feedback, and lessons learned. Adjustments to risk management strategies and contingency plans will be made based on evaluation findings and emerging risks. By implementing robust risk management practices, SCN can proactively identify, assess, mitigate, and address risks, ensuring the successful implementation and sustainability of its community development and digital inclusion initiatives.

8.7. MEDIA, COMMUNICATION & OUTREACH

By developing a robust communication strategy and utilizing diverse communication channels effectively, SCN can raise awareness, build credibility, foster engagement, mobilize support, and amplify the impact of its community development and digital inclusion initiatives. Strategic communication will involve the following:

8.7.1. Developing a Communication Strategy

- *Mission Clarity and Messaging:* SCN will ensure that its mission, vision, values, and goals are clearly defined and communicated to internal and external stakeholders. This includes developing compelling messaging that resonates with target audiences and emphasizes SCN's commitment to community development and digital inclusion.
- *Target Audience Identification:* SCN will identify and prioritize key target audiences, including community members, donors, partners, volunteers, government agencies, media, and other stakeholders. Understanding the needs, interests, and communication preferences of each audience segment is essential for effective communication.
- *Brand Identity and Collateral:* SCN will develop a strong brand identity, including logos, colours, fonts, and visual elements that reflect its mission and values. This brand identity will be applied consistently across all communication materials, including brochures, presentations, newsletters, and digital platforms.

- *Communication Channels:* SCN will leverage a mix of communication channels to reach its target audiences effectively. This includes traditional channels such as print media, radio, and television, as well as digital channels such as social media, website, email newsletters, blogs, and online forums.
- *Messaging Platforms:* SCN will use multiple messaging platforms to convey its messages and engage stakeholders. This includes storytelling, case studies, testimonials, data visualization, infographics, videos, and interactive content that highlight SCN's impact, success stories, and ongoing initiatives.
- *Internal Communication:* SCN will prioritize internal communication to ensure that staff, volunteers, and partners are aligned with the organization's goals, strategies, and activities. This includes regular updates, staff meetings, training sessions, and collaboration platforms for effective teamwork and coordination.

8.7.2. Utilising Social Media, the Internet, Community Events

- *Social Media Engagement:* SCN will maintain active profiles on major social media platforms such as Facebook, Twitter, Instagram, LinkedIn, and YouTube. Social media will be used to share updates, news, events, success stories, photos, videos, and interactive content. Engagement strategies such as hashtags, polls, contests, and live streams will be employed to encourage participation and dialogue.
- *Website Optimization:* SCN's website will serve as a central hub for information, resources, and engagement opportunities. The website will be optimized for user experience, accessibility, mobile responsiveness, search engine visibility, and content relevance. Key sections such as about us, programs, impact, news, events, resources, and contact will be prominently featured and regularly updated.
- *Community Events and Outreach:* SCN will organize and participate in community events, workshops, seminars, conferences, and outreach programs to connect with target audiences offline. These events provide opportunities for networking, relationship building, knowledge sharing, collaboration, and community engagement. SCN will also collaborate with local partners, schools, businesses, and civic organizations to amplify its outreach efforts.
- *Media Relations:* SCN will engage with media outlets, journalists, bloggers, influencers, and press contacts to generate media coverage, press releases, interviews, and feature stories about its initiatives and impact. Building positive relationships with the media and leveraging media opportunities can increase visibility, credibility, and public awareness of SCN's work.

8.7.3. Evaluation and Adaptation

SCN will continuously evaluate existing strategies and adapt to and adopt new forms to foster organisational progress. Elements of this will include:

- **Feedback Analysis:** SCN will analyse feedback, evaluation data, and stakeholder input to identify areas for improvement, innovation, and adaptation. This includes identifying

patterns, trends, gaps, successes, and areas of concern related to project performance and impact.

- **Feedback Mechanisms:** SCN will establish feedback mechanisms and channels for stakeholders to provide input, suggestions, feedback, and testimonials. This includes surveys, feedback forms, comment sections, social media interactions, and direct communication channels. Feedback will be collected, analyzed, and used to improve communication strategies, address concerns, and enhance stakeholder engagement.
- **Emerging Trends:** SCN will stay informed about emerging trends, developments, innovations, and best practices in community development, digital inclusion, technology, and related fields. This includes monitoring industry trends, research findings, case studies, and expert insights.
- **Changing Community Needs:** SCN will assess and respond to changing community needs, priorities, challenges, and opportunities. This includes conducting periodic needs assessments, engaging with community stakeholders, and adapting strategies to address evolving demands and expectations.
- **Strategic Planning:** Based on evaluation findings, feedback analysis, emerging trends, and changing community needs, SCN will update its strategic plans, goals, objectives, priorities, and action plans. This includes revising timelines, budgets, resource allocations, and project scopes as needed.
- **Flexibility and Agility:** SCN will maintain flexibility and agility in its approach to project management, decision-making, resource allocation, and implementation. This includes being responsive to unexpected challenges, opportunities, external factors, and dynamic environments.
- **Communication and Transparency:** SCN will communicate openly and transparently with stakeholders about evaluation findings, adaptation strategies, changes in plans, and the rationale behind decisions. This fosters trust, accountability, and stakeholder engagement in SCN's initiatives.

By conducting regular evaluations, analysing feedback, staying updated on emerging trends, and adapting strategies accordingly, SCN can enhance project effectiveness, maximize impact, optimize resource utilization, and achieve sustainable outcomes in community development and digital inclusion initiatives. Evaluation and adaptation are integral components of SCN's commitment to continuous improvement, learning, and responsiveness to stakeholder needs and expectations.

8.8. CONCLUSION

The Sustainable Communities Network's (SCN) strategic plan encompasses a holistic approach towards community development, encompassing key tools such as sports, entrepreneurship, digital technology, health, and environment. This comprehensive strategy is designed to create a sustainable and inclusive ecosystem that empowers individuals, fosters innovation, and promotes overall well-being.

In the realm of sports, SCN recognizes the immense potential of sports as a tool for social inclusion, physical health, and community cohesion. By investing in sports infrastructure, organizing events, and supporting sports programs, SCN aims to harness the power of sports to inspire youth, promote teamwork, and instil values of discipline and resilience.

Entrepreneurship is another cornerstone of SCN's strategic plan, as it seeks to nurture a culture of innovation, creativity, and economic empowerment within communities. By providing training, mentorship, access to resources, and networking opportunities, SCN aims to support aspiring entrepreneurs, stimulate job creation, and catalyze local economic growth.

Digital technology is leveraged as a transformative force in SCN's strategic plan, focusing on bridging the digital divide and promoting digital literacy. Through digital platform centre, free computer classes, and online resources, SCN aims to equip individuals with the skills and tools needed to thrive in the digital age, enhancing access to education, information, and opportunities.

Health and environmental sustainability are integral components of SCN's strategic vision, recognizing the interconnectedness between human well-being and the health of the planet. SCN advocates for initiatives that promote health education, preventive care, and access to healthcare services, aiming to improve health outcomes and quality of life for community members.

Additionally, SCN prioritizes environmental conservation, sustainability practices, and climate resilience initiatives. By promoting eco-friendly practices, waste management solutions, renewable energy adoption, and conservation efforts, SCN seeks to protect natural resources, mitigate environmental risks, and create a more sustainable future for generations to come.

In conclusion, SCN's strategic plan reflects a multidimensional approach that addresses the diverse needs and aspirations of communities. By leveraging the synergies between sports, entrepreneurship, digital technology, health, and environment, SCN is poised to make a meaningful impact, drive positive change, and build thriving, resilient communities that are well-equipped to face the challenges and opportunities of the 21st century.

9. PROJECTED PLANS 2024-2029

9.1. DEVELOPMENT PLANS

No	OBJECTIVES	WHAT	WHEN	WHO	EXPECTED OUTCOMES	PERFORMANCE INDICATOR
1	Ensure SCN continues to be a viable and progressive NGO in Sierra Leone.	Meeting all criteria for establishing and existing as an NGO in Sierra Leone.	2024 - 2026	The SCN team.	SCN been fully compliant with NGO requirements.	Receipt of NGO status certificate.
2	Develop, improve, and diversify SCN engagement activities with the Cole Farm community.	Implement SCN community engagement plan. Implement additional activities as may be necessary.	204-2026	The SCN team The Cole Farm Community	Increased, quality engagement. Increased participation. Increased community awareness on sustainability.	Additional engagement programmes and activities. Increase in participation in SCN activities by community members. Greater awareness on the need for sustainability.
3	Establish and expand the SCN network.	Engage with and form strategic partnerships with other NGOs, INGOs, CSOs, and other communities. Seek service level agreement with MDAs.	Ongoing	The SCN team	Expansion of SCN network and partners. Increased SCN capacity. Formation of strategic partnerships and networks.	Increased SCN capability. Increased potential for expansion. Better quality service delivery.
4	Actively seek funds for SCN activities and operation	Active applications for funds and grants.	Ongoing	The SCN team.	Recipient of funds and grants.	Quality service delivery. Increased operational capacity

		Proactive effort for partnership and collaborative work with other bodies and organisations.				
5	Build and develop SCN capacity.	<p>Deliver more quality community engagement programmes.</p> <p>Increase SCN workforce capability.</p> <p>Provide quality and quantity pieces of office equipment.</p>	Ongoing	The SCN team	<p>SCN's ability to increase staff and volunteer numbers and adequately cater for them.</p> <p>SCN's capacity to build and deliver an overall qualitative and quantitative operational output.</p>	<p>Quality service delivery.</p> <p>Increased operational capacity</p>
6	Monitoring and evaluation exercise.	<p>Actions to ensure SCN is compliant.</p> <p>Deliver quality control exercises.</p> <p>Undertake evaluation exercises.</p>	Quarterly	SCN team	<p>SCN remains compliant.</p> <p>Guarantee that SCN is delivering relevant services.</p> <p>Assurance that SCN has the capacity and capability to achieve its vision and vision.</p>	<p>Compliance</p> <p>Capacity to deliver SCN objectives.</p> <p>Best practice.</p>
7	SCN to expand beyond Cole Farm and the	Build SCN's overall space and capacity	Ongoing	The SCN team	Real-time expansion beyond Cole Farm and the	Best practice around the management of

	shores of Sierra Leone.	to a very high level. Building SCN's potential, financial capacity, and workforce to enable the organisation to expand. Actively seek opportunities to expand.			shores of Sierra Leone.	SCN expansion activities.
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9.2. ACTIVITY PLAN

No	OBJECTIVES	WHAT	WHEN	WHO	OUTCOMES	PERFORMANCE MEASUREMENTS
1	SCN aspires to renew their register for a National Non-Governmental Organization status in Sierra Leone	Registration with Freetown City Council (FCC). Registration with SLANGO Opening of Bank Account Registration with the Ministry of Planning and Economic Development (MoPED)	April 2024 – June 2024	Director of Operations and office volunteers.	Freetown City Council Registration Certificate Registration Certificate from SLANGO Bank Account opened Registration Certificate from the Ministry of Planning and Economic Development (MoPED)	National Non-Governmental Organization Certificate from MoPED Bank Account Name and Number assigned.

2	Build and transform the Cole Farm Community into a sustainable community to be proud to live and work in through a variety of engagement programmes and activities within SCN's five tools for engagement.	Community engagement projects and programmes (SCN 5 engagement tools) designed to transform the Cole Farm community into a sustainable community.	February 2024 to July 2025.	SCN team and volunteers.	Transformation of Cole Farm into a sustainable community with high awareness and skills around community cohesion and integration, health, the environment, education, sports, culture and the arts, entrepreneurship, and the use of digital platforms.	By using SCN's monitoring and evaluation (M&E) strategic framework.
4	Implement SCN's 5 strategic community engagement tools.	Sports, health and the environment, the use of digital platforms, art and culture, and entrepreneurship.	Ongoing from February 2024 to July 2025	SCN team and volunteers	Address health and environmental issues in the Cole Farm community. Address education and employability. Makes the Cole Farm community sustainable. Foster community cohesion and integration. Enhance social mobility and social justice.	By using SCN's monitoring and evaluation (M&E) strategic framework.

5	Establish and maintain contact and relationships with other NGOs, CSOs, MDAs, local businesses, and the private sector.	<p>Keeping a constant line of communication</p> <p>Attending meetings and functions.</p> <p>Establish an MOU</p> <p>Establish partnership arrangements.</p>	Ongoing from February 2024 to July 2025	SCN team and volunteers	<p>Enhanced relationship with other bodies.</p> <p>SCN becoming a more informed and connected organisation.</p> <p>Keeping a network of friends.</p> <p>Good public relations practice.</p>	By using SCN's monitoring and evaluation (M&E) strategic framework.
6	Seek funding from internal and external sources.	<p>A continuous search for funds.</p> <p>Establish a network with funding and donor partners.</p> <p>Make applications for funds.</p>	Ongoing 2024 - 2025	SCN team and volunteers	<p>SCN viability</p> <p>Build SCN capacity.</p> <p>SCN sustainability</p> <p>Enhance the potential of SCN</p>	By using SCN's monitoring and evaluation (M&E) strategic framework.

10. PUBLIC RELATIONS STRATEGY

This section outlines our media strategy to effectively leverage various media channels and platforms to amplify our message and achieve our organisational goals.

10.1. MEDIA OBJECTIVES

- Increase visibility and awareness of SCN and its initiatives among our target audience.
- Engage and mobilise our stakeholders, including donors, volunteers, and beneficiaries, through compelling media content.
- Position SCN as a thought leader and advocate in our field, driving conversations and influencing policy change.
- Drive action and support for our cause, leading to increased participation, donations, and partnerships.

10.2. TARGET AUDIENCE

Our media strategy will focus on reaching the following key audience segments:

- General public interested in SCN's mission and values.
- Potential donors and sponsors.
- Partner organisations and stakeholders.
- Policymakers and influencers.
- Volunteers and supporters.

10.3. KEY MESSAGES

- To empower young people: Communicate the impact of our work and the difference we are making in the lives of individuals and communities.
- To transform communities: Highlight the urgency and importance of addressing SCN's objectives and the role of collective action in driving change.
- To deliver sustainable outcomes: Showcase the expertise and innovation of SCN in tackling youth and community issues through evidence-based solutions.

10.4. MEDIA CHANNELS & TACTICS

10.4.1. Social Media Platforms

- Develop a robust presence on platforms like Facebook, Twitter, Instagram, and LinkedIn to engage with our audience through regular updates, storytelling, and interactive content.
- Implement targeted advertising campaigns to reach specific demographics and promote key initiatives.

10.4.2. Website & Blog

- Enhance our website as a central hub for information, resources, and updates about SCN's work.

- Maintain a blog to share in-depth insights, success stories, and thought leadership pieces related to our mission and impact.

10.4.3. Traditional Media

- Forge partnerships with local and national media outlets to secure coverage and feature stories on our initiatives, events, and campaigns.
- Utilise press releases, op-eds, and media pitches to amplify our message and reach broader audiences.

10.4.4. Video and Multimedia

- Produce compelling video content, including documentaries, testimonials, and educational videos, to convey the stories and impact of our work visually.
- Explore live streaming and virtual events to engage with our audience in real time and foster interactive discussions.

10.4.5. Email Newsletters & Campaigns

- Develop a segmented email list and send regular newsletters to keep our supporters informed about our latest activities, achievements, and opportunities for involvement.
- Launch targeted email campaigns to drive specific actions, such as donations, volunteer sign-ups, or advocacy efforts.

10.4.6. Measurement and Evaluation

- Track key performance indicators (KPIs) such as reach, engagement, website traffic, and conversion rates across all media channels.
- Conduct regular assessments and analyses to evaluate the effectiveness of our media efforts in achieving our objectives.
- Use feedback mechanisms, surveys, and analytics tools to gather insights and make data-driven decisions to optimize our media strategy over time.

10.4.7. Public Relations Budget and Resources

- Allocate sufficient resources, including personnel, equipment, and budget, to support the implementation of our media strategy effectively.
- Seek opportunities for partnerships, pro bono support, and in-kind contributions to maximize our resources and reach.



Pictures 13 & 14: Engaging the media.

APPENDICES

11. APPENDIX A: PROJECT IMPLEMENTATION REPORT

11.1. PREAMBLE

The Cole Farm community, situated in the West End of Freetown, with an estimated population of 8,450, faces infrastructural challenges and limited recreational space. Sustainable Communities Network (SCN) initiated a project to foster community cohesion and pride. This report details the implementation and outcomes of the Community Cleaning Exercise and Football Gala organized by SCN.

11.2. PROJECT BACKGROUND INFORMATION

SCN recognized the potential of these events to promote community unity, health and pride. The objectives included organizing a community-wide cleaning exercise, conducting a friendly football match to encourage physical activity, raising awareness about the importance of exercise and community interaction, and fostering sustainable communities.

11.3. OBJECTIVES OF THE PROJECT

- Organize a community-wide cleaning exercise to remove litter, graffiti, and debris.
- Conduct a friendly football match to encourage physical activity.
- Raise awareness about the importance of regular exercise.
- Create opportunities for residents to interact and build stronger relationships.
- Promote a sense of unity and pride in the community.
- Foster sustainable communities, especially among the youth.
- Raise awareness about the importance of a clean environment.
- Encourage youth involvement in community development.

11.4. SCOPE OF THE CLEANING EXERCISE

The cleaning exercise covered virtually every corner of Cole Farm and its environs, lasting from 7 AM to 1 PM, followed by the football gala from 4 PM to 6 PM. Human resources, hand tools, and financial contributions were utilized for successful implementation.



Pictures 15 & 16: More Cleaning Exercise

11.5. PROJECT PROGRESS AND ACHIEVEMENTS

Achievements include the promotion of a cohesive society, the transformation of the community into a cleaner environment, motivation of youth participation in community development, and enhanced understanding of community ownership and the role residents play in maintaining peace and unity.



Pictures 17 & 18: Presentation of certificates and football gala

11.6. CHALLENGES

While successful overall, there was a deviation from the initial plan regarding certificate issuance, with community members recommending certificates to be issued to specific families instead of individuals.,

11.7. PROJECT EVALUATION AND FINDINGS

11.7.1. Stakeholder Engagement

- **Objective:** To assess the level of involvement and collaboration between SCN and various stakeholders in the Cole Farm community.
- **Findings:** We have now been able to identify key stakeholders in the community. We have also established a sustainable mechanism to engage with them. The depth and quality of engagement with community members, local businesses, and governmental bodies within the community is encouraging. They agreed, in principle, to work with SCN to support the Cole Farm community.

11.7.2. Social Impact of the Project

- **Objective:** To evaluate the social changes and improvements brought about by SCN's initiatives.
- **Findings:** We observed **and documented an** increase in positive community participation, and positive changes in community cohesion, integration, and social mobility. We also identified improvements in awareness and understanding of community issues, especially about drug abuse.

11.7.3. Economic Impact

- *Objective:* We examined the economic changes resulting from SCN's entrepreneurship initiatives.
- *Findings:* There was evidence of economic impact on local businesses involved in producing equipment, banners, T-shirts, etc. This created and increased the prospect and potential for changes in social mobility, social justice, employment rates, and income levels within the community.

11.7.4. Environmental Impact

- *Objective:* To analyse the environmental changes resulting from SCN's community cleaning initiatives.
- *Findings:* Our analysis indicates that the impact of the community-wide cleaning exercise on the environment underpinned not only one of the valued needs of the community, which is to create and live in a clean and healthy environment but that the cleaning activity also addresses the 17 sustainable development goal of the United Nation which member states should achieve by 2030. SCN, together with the Cole Farm community, has since put in place long-term sustainable practices for environmental conservation.

11.7.5. Health Impact

- *Objective:* To evaluate the changes in community health resulting from SCN's cleaning and sports initiatives.
- *Findings:* There is now increased awareness and consciousness in the community about the need for improvements in community health resulting from the cleaning exercise due to the effectiveness of health-related initiatives introduced by SCN.

11.7.6. Impact on Culture and the Arts

- *Objective:* To examine changes in cultural and artistic expression within the community.
- *Findings:* **With the involvement** of local artists and businesspeople in producing cultural materials, we identified positive changes in cultural awareness and appreciation among community members. This also underpinned the desire of local artists and businesspeople to address the needs for social mobility and social justice.

11.7.7. Cumulative Impact

- *Objective:* To summarize the combined effects of SCN's initiatives on the community.
- *Findings:* Overall SCN initiatives had the following cumulative impact on the Cole Farm community. An increase and positive participation of community members on matters about their community, increased participation of young people, increased enthusiasm for community engagement, awareness to be a community stakeholder, greater awareness and higher motivation among community members and stakeholders for the need to cooperate with SCN to create sustainable development in their community, improvement in community cohesion and integration, growth in social mobility and social justice, and increased awareness of drug abuse and crime. There was clear evidence in the synergies and

interconnections between different thematic areas that explain the overall positive changes experienced by the community.

11.7.8. Risk and Vulnerability Assessment

- *Objective:* To identify potential risks and vulnerabilities resulting from SCN's initiatives.
- *Findings:* There was a clear indication, and in some cases, evidence of friction and competitive interest within the community that could have unintended negative consequences or risks associated with the implemented projects. To mitigate any negative impact and the potential breakdown of future projects and activities, SCN in collaboration with key community leaders and stakeholders, carried out an open and frank evaluation to address what went well and how things would have been done better. We also put in place strategies for mitigating identified risks. One of the strategies was to have in place a continuous monitoring and evaluation process.

11.7.9. Cost-Benefit Assessment

- *Objective:* To evaluate the costs incurred against the benefits gained from SCN's initiatives.
- *Findings:* Assessment of the cost-benefits and the financial investments made by SCN on the whole exercise and initiative, our financial records show that it was value for money. Key objectives were met, and the community and environmental impact assessment showed vital and significant benefits for both the Cole Farm community and SCN. Most importantly, the whole exercise set a blueprint for future engagement projects. However, we do recognise the fact that there is still a lot to learn about the allocation of funds in terms of prioritizing objectives and project activities. (See Appendix C)



Pictures 19 & 20: Needs assessment survey in the Cole Farm Community

12. APPENDIX B: FINANCIAL REPORT

COLE FARM COMMUNITY GALA AND CLEANING PROJECT FINANCIAL REPORT						
INCOME AND EXPENDITURE ACCOUNT						
Date	EXPENDITURE	AMT Nle	AMT USD	INCOME	AMT Nle	AMT USD
	PAYMENTS:					
12/04/2023	Payment for one packet of 50piece of envelopes	100.00	4.40	Mr Samuel Koroma (Member Trustee Board)	1,000.00	44.01
06-Dec	Payment for minor repairs to the coal farm community.	300.00	13.20	Mr Gerry Magbity(Former Director of Development)(1,134+2,262)	3,396.00	149.45
12-Dec	Media coverage made to Freetown City council.	2,800.00	123.23	Dr Columba CEO & Chairman extra amount (media)(4,327.59+2,711.48+4500)	11,539.07	507.82
13/12/2023	Payment for forty pieces of local sweeping brooms	600.00	26.41	Mrs Ramatu Massaquoi (Member Trustee Board)	1,000.00	44.01
19/12/2023	Payment for fabrication of 1 banner frame	60.00	2.64	Mrs Inatoma comber (Member Trustee Board)	1,050.00	46.21
23/12/2023	For officiating the football gala.	400.00	17.60			
23/12/2023	Payment of rental of 4 sets of football jerseys for SCN	1,000.00	44.01			
23/12/2023	Media coverage paid to various media staffs by Dr Columba Blango	4,500.00	198.04	Mr Sylvester Blango Member(5,435.04+2,198.01)	7,633.05	335.92
	Total Payments	9,760.00	429.53	TOTAL INCOME	25,618.12	1,127.43
	PURCHASES:					
22/12/2023	Purchase of 50 Nose masks	500.00	22.00			
21/12/2023	Rope to hang banner	20.00	0.88			
22/12/2023	Purchase of cleaning tools for the cleaning exercise	3,180.00	139.95			
11-12/12/2023	Purchase of orange airtel to call and follow up on fund raising appeal letters.	200.00	8.80			
	Total Purchases	3,900.00	171.64			
	PRINTING:					
	Printing of SCN on flashers (Ivs)	500.00	22.00			
19/12/2023	Cost for printing one banner by local artist for the cole farm activities.	350.00	15.40			
21/12/2023	Printing of 1 flex banners for SCN	650.00	28.61			
23-Dec	SCN T-shirts, invitation cards & certificates	6,150.00	270.66			
	Total Printing	7650	336.67			
	TRANSPORTATION:					
21`/12/2023	Made to 7 SCN volunteers at Le 40 each	280.00	12.32			
21/12/2023	Transport To SCN Management Team member	50.00	2.20			
22/12/2023	Transport refund to SCN Management Board Member.	60.00	2.64			

23/12/2023	Five litres of fuel for the music set at the football field.	175.00	7.70			
23-Dec-23	Transport & Lunch stipend to SCN Volunteers	350.00	15.40			
23-Dec-23	Transport to two SLP personnel for security coverage	200.00	8.80			
23/12/2023	Tricycle service for rubbish collection cleaning exercise.	600.00	26.41			
29-Dec	Transport paid to councilor Ojumere Obalela and chair lady Miss Serah Bah after the meeting.	200.00	8.80			
	Total Transportation	1,915.00	84.28			
	TIPS/GENERAL:					
12/05/2023	Stipends to SCN volunteers (Alusine Bonga) for invitation card distribution for the football gala	80.00	3.52			
06-Dec-23	Bora/kola for the booking of the Cole Farm community field.	75.00	3.30			
12/11/2023	Stipend payment to SCN volunteer (Mohamed Maddia Conteh) for following up on appeal letters.	160.00	7.04			
13-Dec-23	Catering/Preparation of food and water for Cole Farm Youth for community cleaning exercise	1,500.00	66.01			
13/12/2023	Charges on orange money for Gerry Magbity pledge \$100	50.00	2.20			
13/12/2023	Casual labour to assist with offloading trophy, medal etc for Cole Farm (Fullah Boy)	40.00	1.76			
23-Dec-23	Rental of eighty chairs for SCN member	400.00	17.60			
23-Dec-23	Rental of musical set for the coal farm community field	700.00	30.81			
23/12/2023	Ten bundle of drinking water for 4 teams.	100.00	4.40			
23-Dec-23	Food preparation for SCN Team	1,500.00	66.01			
23/12/2023	SCN contributions to three winning trophies.	60.00	2.64			
27-Dec	Stipend to Alusine Banya (SCN volunteer) for work done at the office	50.00	2.20			
	Total tips/General	4,715.00	207.50	Deficit (Difference)	2,321.88	102.18
	Total Expenditures	27940	1,229.61	Total Income	25,618.12	1,127.43
Total		27,940	1,229.61		27,940.00	1,229.61

NOTE:

The average rate at December 2023 USD1 is equivalent to NLe22.7226 and was calculated by the nearest 2 decimals.

The income balance b/f from the monthly contributions (Nle 4,049.27) is used to cover up for the total expenditure for the cleaning and Gala activities which is 4049.27 -2321.88= 1727.39

BALANCE B/F	4,049.27
DEFICIT	(2,321.88)
SURPLUS	1,727.39

DEFICIT occurs when the expenditure exceeds or greater than the income. while

SURPLUS occurs when the income exceeds or greater than the expenditure in an organization.

FINANCIAL REPORT ON INCOME AND EXPENDITURE FOR THE PERIOD 20/4/2023-31/12/2023

DATE	EXPENDITURE	AMT Nle	AMT USD		INCOME	AMT Nle	AMT USD
April/May 2023							
					Cash left behind by Dr Columba Blango Chairman & CEO \$200		
					Dr. Columba Blango also left behind GBP 250 and 200 GBP was exchanged equal to 5,500.	5,000	220.30
	First internet data purchase for Director of Programs.	200	8.81		Donation by Gerry Magbity	1,000	44.06
	Second internet data purchase for the Director of Programs.	200	8.81		First Donation sent by Sylvester Blango \$250	4,728	208.32
	Facilitation for FCC registration to FCC staff.	52	2.29		Second Donation sent by Sylvester Blango \$260	5,017	221.05
	Facilitation of TIN and Tax clearance certificate to NRA staff.	500	22.03				
	Facilitation to Team at Ministry of Youth for staff.	500	22.03				
	Facilitation to Team at the Ministry of Planning and Economic Development for staff.	500	22.03				
	Facilitation to SLANGO staff for registration	100	4.41				
	SLANGO registration fee	3,309	145.80				
	MOPED registration fee	2,500	110.15				
	Purchase of 1Qcel mifi for Director of Programs	450	19.83				
	Purchase of 1 month mifi data package	400	17.62				
	Transport subsidy to Director of Operations and Director of Programs for May 2023.	2,400	105.75				
	Printing and photocopying of SCN documents.	200	8.81				
	Production of office stamp and stamp pad	90	3.97				
	Purchase of 1 Samsung 403 core Android phone for the Director of Programs.	2,700	118.96				
	cutting of two keys to main entrance door	80	3.52				
	Change of door lock on temporary office	450	19.83				
31/05/2023	total expenditure	14,631	644.65				
31/05/2023	surplus	1,114	49.08				
		15,745	693.73		Total income	15,745	693.73
June/July/August							
	Bought a GSM fixed wireless phone for the office.	1500	69.64		Bal b/f	1114	51.72
	Transport subsidy to Director of Operations and Director of Program(@1200 each for 3months)	7200	334.29		50 GBP was exchanged at the Bureau.	1435	66.62
	printing and photocopying of SCN documents.	500	23.21		Mr Gerry Magbity via orange money.	1000	46.43
	purchase of mifi data package for 3 month(@ 400 per month)	1200	55.71		Dr Columba Blango	6810	316.18
	Office garbage collection to Fullah Boy (@200 per month for 3 month).	600	27.86		Slyvester Blango	1890	87.75
	contribution towards office EDSA(@500 per month)	1500	69.64		Joseph Gbonda	2000	92.86
	total expenditure	12500	580.36				

31/8/2023	surplus	1,749	81.20			
		14,249	661.56	total income	14249	661.56
Sep-23						
	Transport subsidy to the Director of Programs.	1,200	53.96	Balance b/f	1749	78.64
	contribution towards office EDSA	500	22.48	USD 100 from Sylvester Blango via Western Union.	2,059	92.58
	paid for office garbage collection(Fullah Boy)	200	8.99	USD 200 from Dr Columba Blango.	2,360	106.11
	payment for 1.5 litre honey fo office tea	140	6.29	USD 50 from Gerry Magbity via Orange money.	1,124	50.54
	transport subsidy to Director of Operation	1,200	53.96			
	top up for qcell wifi for Director of Program	600	26.98			
	paid for book(how to manage an NGO)	260	11.69			
	Hiring keke to conduct a tour grand cole farm	80	3.60			
	total expenditure	4,180	187.94			
30/9/2023	surplus	3,112	139.92			
		7,292	327.87	total income	7292	327.87
Oct-23						
	Transport subsidy (Director of Program and Director of Operations @1200 each).	2,400	106.62	Balance b/f	3,112	138.26
	Contribution towards office EDSA.	500	22.21			
	paid for office garbage collection to Fullah boy.	200	8.89	Dr Columba Blango	2,630.53	116.87
	Paid for 3 books-How to manage an NGO (@250 each)	750	33.32	Slyvester Blango(usd100)	2,177.10	96.72
	Transport assistance to Ibrahim Jalloh(SCN volunteer driver) for cleaning exercise (football match),	100	4.44	Gerry Magbity (USD 50) via orange money.	1,134	50.38
	Purchase 2 Create Sierra bottled water (@ NLe45 each).	90	4.00			
10/04/2023	Transport subsidy paid to 7 SCN volunteers for attending meetings in the office(@ NLe40 each)	280	12.44			
	Transport and telephone call assistance given to Aloysious Aruna youth assistance in Cole Farm community stakeholders	100	4.44			
	Transport & launch paid to 2 volunteers(Suhainatu and Mohamed)to conduct mapping exercise for 2 days(cole farm)	200	8.89			
	Traditional kola given at initial meeting (cole farm community)	100	4.44			
	Payment of subscription for Qcell wifi	600	26.66			
	Hiring of Keke to locate(Welt Hunger Hilfe office)within cole farm community	50	2.22			
	Purchase of drinking water for the office(2 create of bottled and 5 bundles PKT)	130	5.78			
	total expenditure	5,500	244.35			
31/10/2023	surplus	3,553.63	157.88			
		9,053.63	402.22	Total income	9053.63	402.22
Nov-23						
	Transportation for Director of Programs and Operations @ NLe1200each	2400	108.07	Balance b/f	3,553.63	160.02
	Contribution for office EDSA	500	22.51	GBP 100 from Dr columba by ria money (office operation)	2649.58	119.31
	Paid for office garbage collection to Fullah boy	200	9.01	usd 50 from Gerry Magbity(office operation)	1134	51.06
11/04/2023	Rental of 50 chairs @ Nle 3000each for meeting with Cole Farm community Youth.	150	6.75	Slyvester Blango(office operation)	2030	91.41

11/04/2023	Cole Farm Community Youth. Transport assistance to SCN volunteers(Abdulrahman Koroma) for attending meetings with Cole Farm Community Youth.	100	4.50				
11/04/2023	Contribution to food preparation for meeting with the youth of Cole Farm Community Youth.	500	22.51				
11/12/2023	Paid subscription for Qcell wifi for one month	600	27.02				
11/10/2023	Paid for 3 create bottle water @ Nle 40 each	120	5.40				
	Transport to AC technician for assessment of Office AC unit.	50	2.25				
14/11/2023	Paid for servicing Office AC unit	250	11.26				
17/11/2023	Printing, photocopying, and envelopes for fund raising appeal letter(Cole Farm	336	15.13				
	Transport to photocopy SCN NGO registration certificate.	50	2.25				
17/11/2023	Transport and lunch to 2 SCN volunteers(Mohamed M Conteh and Abdulrahman) for distribution on fund raising appeal letters.	320	14.41				
21/11/2023	Additional transport and lunch to Mohamed and Abdulrahman(@ Nle 80 each)	160	7.20				
30/11/2023	Paid for 4 crates of bottled water @ NLe43 each	172	7.74				
	Printing and photocopying 2 copies of the EU 2023 Global Call for Purposal and transport =138+13	151	6.80				
30/11/2023	total expenditure	6059	272.83				
30/11/23	surplus	3,308.21	148.97				
		9,367.21	421.80	total income	9,367.21	421.80	
Dec-23							
	Contribution for office EDSA	500	22.00	Balance b/f	3,308.21	145.59	
	paid for office garbage collection to Fullah boy	200	8.80	GBP 100 from Dr Columba Blango(office operations)	2,700.05	118.83	
	Transportation for Director of Programs and Director of Operations @ Nle 1200each	2,400	105.62	USD 50 from Gerry Magbity(office operations)	1,131	49.77	
15/12/2023	Purchase of tissue paper for office use(2 boxes)	95	4.18	USD 100 from Slyvester Blango(office operations)	2,198.01	96.73	
15/12/2023	Purchase of peak powdered milk(medium size)	140	6.16				
15/12/2023	Paid stipend to Vidal (SCN mgt team member) to cover lunch /transport	100	4.40				
15-19/12/2023	Payment of stipend to Alusine Banya(SCN volunteer) for work done in the office for 2 days.	240	10.56				
18/12/2023	Purchase 4 creates of drinking water(@NLe45 per create)	180	7.92				
18/12/2023	Paid subscription for Qcell wifi	600	26.41				
18/12/2023	Transport to and fro to renew the Qcell subscription(Alusine Banya).	20	0.88				
	Payment for logistics paid to Councilor Ojumere Obafela for data collection on Cole Farm Community.	313.00	13.77				
31/12/2023	Transport subsidy to Ibrahim Abubakar Kamara SCN MGT Team Member for attending a meeting at the office.	50.00	2.20				

31/12/2023	Paid for 1pkt screw 4 and workmanship (to strengthen SCN digital platform/computer room workstations made to Alhaji Sow aluminum works Technician	450	19.80			
	total expenditure	5288	232.72			
31/12/2023	suplus	4,049.27	178.20			
		9,337.27	410.92	Total Income	9,337.27	410.92

NOTES:

The Bank of Sierra Leone (BSL) average rate at May 2023 USD1 is equivalent to NLe22.6961

The Bank of Sierra Leone average rate at August 2023 USD1 is equivalent to NLe22.6961

The Bank of Sierra Leone average rate at September 2023 USD1 is equivalent to NLe22.2407

The Bank of Sierra Leone average rate at October 2023 USD1 is equivalent to NLe22.5090

The Bank of Sierra Leone average rate at November 2023 USD1 is equivalent to NLe22.2079

The Bank of Sierra Leone average rate at December 2023 USD1 is equivalent to NLe22.7226

All USD conversions are calculated to the nearest 2 decimals

Financial Position for the year ended 31/12/2023

ASSET	Amount	Amount
	NLe	USD
Fixed asset		
Property Plant and Equipment (GBP725+GBP652+GBP3048+GBP1348= GBP5773)	142997.21	6293.17
office phone and office mifi (1500+450)	1950.00	85.82
Additional office Equipment(2700+3600+4200)	10500.00	462.10
total intangible asset	155447.21	6841.08
Current ASSET:		
Cash at bank(NLe500+ USD 200) Equivalent to 3,779.39	4279.39	188.33
total asset	159726.60	7029.42
EQUITY AND LIABILITIES:		
Surplus	1,729.39	76.11
loan(4500+142997.21+10500)	157,997.21	6953.31
Total equity and liabilities	159,726.60	7029.42

NOTES:

The total PPE amount results from the total cost of office equipment wherein we have the computers and laptops cost GBP 3,048, items for the Cole Farm project amounted to GBP652, office supplies GBP1,348 and the cost of shipment is GBP725 which total is GBP 5773 the exchange rate is 24.77 for GBP 1 as at December 2023.

The total current assets which totals are 4279.39 as a result of the cash at RCB which is NLe 500 and \$200 is equivalent to NLe 3,779.39.

The Equity amount that we have is a surplus from the income and expenditure account which is NLe 1729.39.

SCN also has a loan to cover which is NLe 4500 that the Chairman and CEO Dr. Columba paid out for media coverage for the Cole Farm Gala and cleaning activities. Dr. Columba

said the amount he paid out for office equipment, Office Supplies, and Shipments is also a loan to the organization which amounts to a total loan of NLe 142997.21.

Dr Columba also bought some office equipment (TV set, Office cabinet, and Frige) locally atNLe 10,500).

The average rate at December 2023 USD1 is equivalent to NLe22.7226 and was calculated by the nearest 2 decimals.

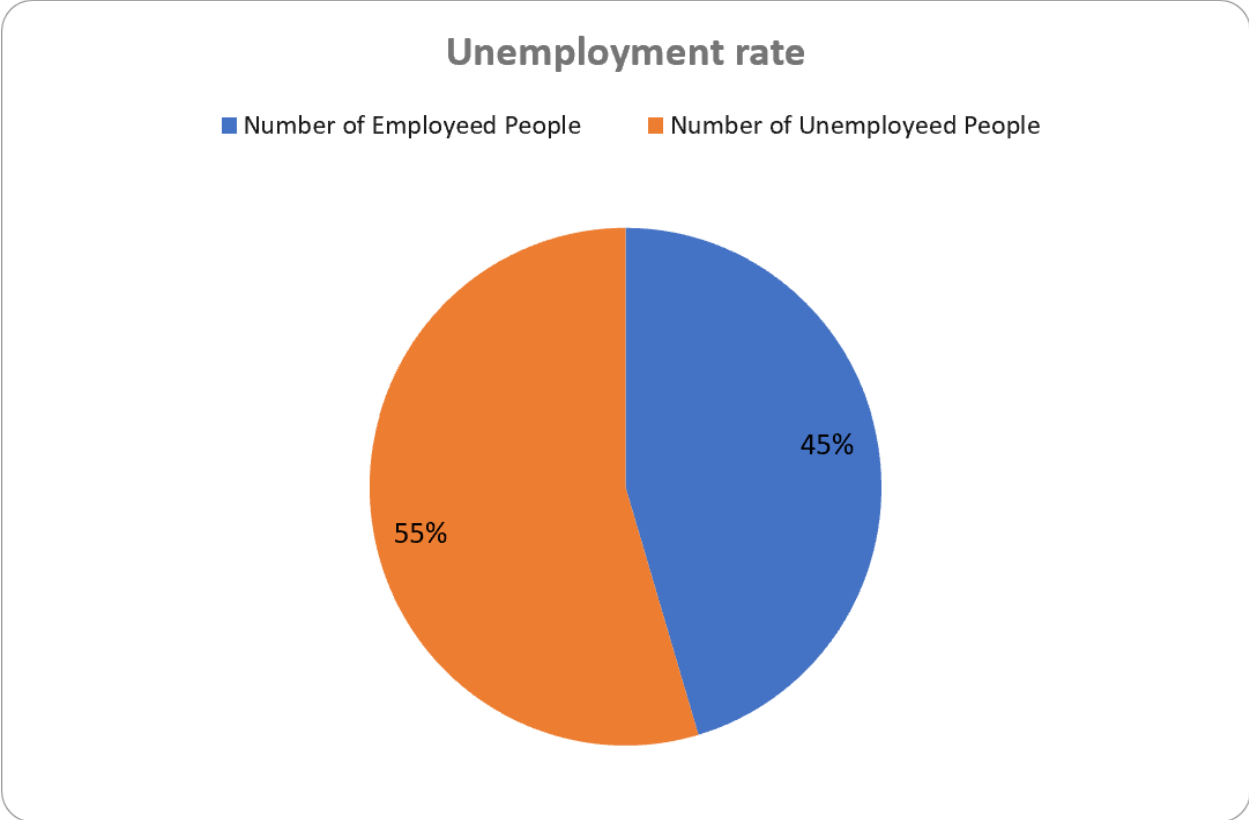
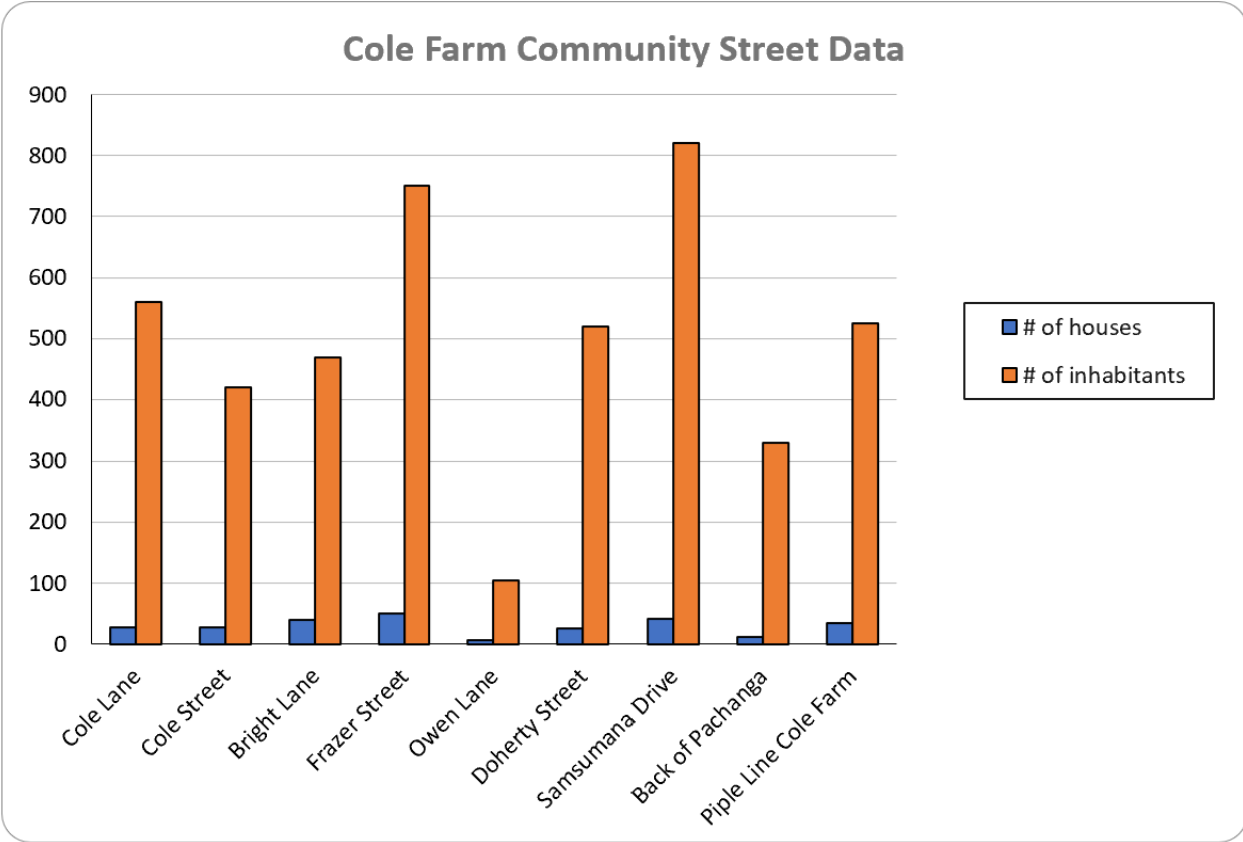
FINANCIAL REPORT ON INCOME AND EXPENDITURE FOR THE PERIOD 1/1/2024-29/2/2024

DATE	EXPENDITURE	AMT Nle	AMT USD	DATE	INCOME	AMT Nle	AMT USD
Jan-24							
				31/12/2023	BALANCE B/F	1729.39	76.42
03/01/2024	Transport subsidy to Director of Operations.	1500	66.28	03/02/2024	Dr Columba Blango Chairman & CEO GBP 200	2,716.24	120.03
03/01/2024	Transport stipend to 3 SCN MGT Team Members 50 each	150	6.63	13/01/2024	Slyvester Blango \$250	2,203	97.35
10/01/2024	Transport stipend to 1 SCN MGT Team Member & one (1) 98.1 Radio Journalist Katherine Conteh for radio interview with SCN Director of Operations.	100	4.42	23/01/2024	Second Donation was sent by Dr Columba Blango Chairman & CEO (total GBP 200)	2,733.39	120.79
18/01/2024	one month subscription for K3 Telecom internet connection.	2349	103.80	25/01/2024	Second Donation was sent also by Sylvester Blango \$200	2,204	97.39
22/01/2024	Trasport subsidy to Vidal Lisk SCN MGT Team Member for 2 days work done at the SCN office.	200	8.84	25/01/2024	Gerry Magbity (USD 100)	2,300	101.63
26/01/2024	key cutting for Isha NLe 50 and Nle 20 transportation.	70	3.09				
29/01/2024	2 bundle of bottled water	84	3.71				
29/01/2024	Earpiece for Isha.	30	1.33				
31/01/2024	Stipend to Fullah Boy for cabbage collection.	200	8.84				
	Contribution towards EDSA top up .	500	22.09				
31/01/2024	Stipend to Isha for days worked in the office.	300	13.26				
	Total Expenditures	5483	242.29				
	Surplus	8,403	371.32				
		13,886	613.61		Total Income	13,886	613.61
31/01/2024	Balance C/D	8,403	371.32				
February							
				01/02/2024	Bal B/F	8,403	371.32
01/02/2024	50% Transport stipend to Vidal for February 2024.	600	26.60	08/02/2024	Mr Gerry Magbity via orange money.	2300	101.95

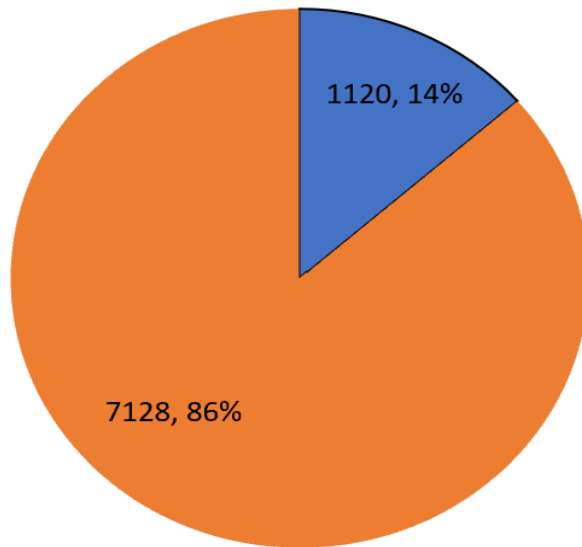
01/02/2024	Transport stipend to Hindolo Magbity	1200	53.19	09/02/2024	Dr Columba Blango GBP 200	5409.63	239.79
01/02/2024	Transport stipend to Bakarr AYV.	1200	53.19	09/02/2024	Dr Columba Blango (GBP 100)	2704.81	119.89
01/02/2024	Balance 50% transport stipend to Vidal Lisk for February 2024.	600	26.60	09/02/2024	Slyvester Blango	2753.19	122.04
02/02/2024	Transport stipend to Director of Operations	1,500	66.49	13/02/2024	Ahmed Kabba (GBP 40)	1057	46.85
5-o2-2024	Payment of three bundle of drinking water @ 10 each	30	1.33	16/02/2024	Mrs Frances Blango GBP 20	539.11	23.90
07/02/2024	Printing of draft financial report for Review	23	1.02				
07/02/2024	Transport assistance to Aminata Kanu working on the financial report	20	0.89				
07/02/2024	Okada transport fare to Tom, Isha and Aminata to go print and print draft financial report for Review	15	0.66				
08/02/2024	Cost of new cylinder for main entrance door to the office	100	4.43				
08/02/2024	Tip to Fullah Boy for fixing of new cylinder to main entrance door lock.	10	0.44				
08/02/2024	Orange top up into Isha's phone to call SCN volunteers.	50	2.22				
08/02/2024	Lunch for Isha, Tom and Aminata for working on financial report.	180	7.98				
08/02/2024	Photocopying of needs assessment for SCN volunteers training (Isha)	75	3.32				
09/02/2024	Paid to print revised draft of the SCN financial report.	44	1.95				
09/02/2024	Transport + lunch stipend paid out to SCN Volunteers who attended the training session at the SCN office on the needs assessment questionnaire for the Cole Farm Community.	250	11.08				
	Paid for 4 creates of bottled water @ Nle 44 per create for office use.	172	7.62				
15/02/2024	Paid for 2 pcs Megaphones for Cole Farm Community use.	500	22.16				
15/02/2024	Trasport fare to orgnizing Secretary (Cole Farm Youth organization) to purchase the mega phone in town.	50	2.22				

	Loan to Isha Sesay to be deducted from her February monthly stipend.	50	2.22			
16/02/2024	50% payment to Aminata Kanu for work done on preparing SCN financial reports, The Cole Farm Community Gala and cleaning exercise for the period April-December 2023.	1700	75.35			
26/02/2024	Paid for K3 Telecom internet connection subscription for one month(26/02/2024-28/03/2024.	2.336	0.10			
26/02/2024	Balance 50% payment to Aminata Kanu for work done on preparing the SCN financial reports	1700	75.35			
26/02/2024	Transport fare to Isha to go and pay for K3 Telecom internet connectivity.	30	1.33			
28/02/2024	Payment for toiletries and provision (2pkts sugar cube& 6 rolls toilet tissue and 4 pcs of hand facial/ tissue).	240	10.64			
28/02/2024	Payment for 7 creates of bottled water(Sierra) @Nle 45 per create.	315	13.96			
28/02/2024	Payment of transport stipend to Isha Sesay SCN full time volunteers.	1000	44.33			
29/02/2024	Contribution towards EDSA top up for the office for the month of February 2024.	500	22.16			
29/02/2024	Stipend to Fullah Boy for office clearing ad gabbage collection.	200	8.87			
29/02/2024	Total Expenditure	12,356	547.71	Total Income	23,167	1025.74
	surplus	10,810	478.03			
		23,167	1025.74		23,167	1025.74
	Balance C/D	10,810	478.03			
NOTE:						
The average rate of Bank of Sierra Leone(BSL) January 2024 USD1 is equivalent to NLe22.63						
The average rate of Bank of Sierra Leone(BSL) February 2024 USD1 is equivalent to NLe22.56						

13. APPENDIX C: SURVEY CHARTS



MARITAL STATUS



Community Amenities

■ Health Centers ■ Primary Schools ■ Secondary School ■ Churches ■ Mosques

