



USAID
FROM THE AMERICAN PEOPLE

Sierra Leone Health Sector Partner Landscape Assessment

April 6, 2023

Produced by USAID's Partnerships Incubator

CONTRACT NUMBER: GSI0F0I24Y/7200AAI9M00027

CONTRACT PERIOD: September 30, 2019 – September 29, 2023

Prepared by: Annie Robinson, Idriss Duramany Koromah, Abi Jaffa Vaughn, Trevor Baim, Eugene Spiro

Report Design and Layout: TM Design, Inc.

This report was produced for review and approval by the United States Agency for International Development (USAID) and was made possible by the support of the American people through USAID. The contents of this report are the sole responsibility of Kaizen, a Tetra Tech Company, and do not necessarily reflect the views of USAID or the U.S. Government.

CONTENTS

ACRONYMS 4

EXECUTIVE SUMMARY 5

INTRODUCTION, TEAM, AND CONTEXT 6

ORGANIZATION OF REPORT 8

METHODOLOGY 9

 The Team’s Approach to the PLA. 9

 Desk Research: Platforms and Approaches 10

 Public Outreach Through Media. 10

 In-Person Outreach Across Sierra Leone 12

 Achievements, Challenges, Lessons Learned 13

RESPONSE TO PUBLIC OUTREACH 15

SELF-ASSESSMENT SURVEY 16

RECOMMENDED ORGANIZATIONS 19

OTHER STAKEHOLDERS: THE PRIVATE SECTOR 28

KEY TAKEAWAYS AND INSIGHTS 31

LOOKING AHEAD: RECOMMENDATIONS 34

ANNEXES 36

 ANNEX A. Desk Research. 36

 ANNEX B. Public Outreach 37

 ANNEX C. Organizations Invited to Take Self-assessment Survey 38

 ANNEX D. Organizations That Took Self-Assessment Survey 45

 ANNEX E: Scoring Criteria for Self-Assessment Survey 50

 ANNEX F: Profiles of Recommended Organizations 52

 ANNEX G. Private-sector Stakeholders 84

 ANNEX H. Self-assessment Scores for Self-identified Health Organizations 85

ACRONYMS

A&A	Acquisition and Assistance (USAID procurement categories)	KII	Key informant interview
API	Applications Programming Interface	M&E	Monitoring and evaluation
APS	Annual Program Statement	MOPED	Ministry of Planning and Economic Development
C4C	Charter for Change	NGO	Nongovernmental organization
CAC	Corporate Affairs Council	PLA	Partnership Landscape Assessment
CBO	Community-based organization	RMNCH	Reproductive, maternal, newborn, and child health
CAC	Corporate Affairs Commission	SLANGO	Sierra Leone Association of Nongovernmental Organizations
CEO	Chief executive officer	SRHR	Sexual and reproductive health rights
CSO	Civil society organization	UNAID	UN Program on HIV/AIDS
DG	Democracy and governance	UNDP	United Nations Development Programme
EU	European Union	UNFPA	United Nations Population Fund
FBO	Faith-based organization	UNOPS	United Nations Office for Project Services
GEWE Act	The Gender Equality and Women's Empowerment Act, signed into law in January 2023	UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
HOPE	Health Opportunities for People Everywhere	USAID	United States Agency for International Development
ICS	Integrated Country Strategy, published by the U.S. State Department	WASH	Water, sanitation, and hygiene
INGO	International nongovernmental organization		

EXECUTIVE SUMMARY

Sierra Leone, a West African country the size of West Virginia with a population of 8 million, is rebounding from a difficult and painful recent past. Within the last 25 years, Sierra Leone has suffered from a brutal civil war that led to 50,000 deaths and 2.5 million displaced and an Ebola epidemic that infected 13,000 people and killed 4,000. The result of these consecutive external shocks made Sierra Leone one of the poorest countries on earth. Sierra Leone ranks in the bottom 10 of the United Nations' Human Development Index, and its citizens have an average lifespan of only 55 years.¹ Sierra Leoneans still die from preventable and treatable diseases such as malaria and typhoid. In addition to these external shocks, Sierra Leone is plagued by corruption at all levels of government, a weak private sector, and a workforce that lacks necessary education and skills. Not surprisingly, the country is heavily dependent on foreign aid.

USAID—as part of its support to Sierra Leone to improve health outcomes, deepen good governance programs, support gender equality and empowerment, and foster economic growth through public-private partnerships on its path toward a peaceful and prosperous future—commissioned The Partnerships Incubator to help identify new partners to support these efforts. Drawing on the Incubator's rich experience in executing partner landscape analyses and assessments for more than seven Missions globally, the PLA team designed this activity to reflect the lessons learned from previous research while customizing the PLA to the specific context of Sierra Leonean civil society.

¹ ICS, U.S. State Department, June 13, 2022

INTRODUCTION, TEAM, AND CONTEXT

This PLA was conducted during six months, starting in October 2022 and finalizing externally focused activities in March 2023, with analysis and writing extending into April 2023. The Health PLA team consisted of a local consultant with expertise in engaging and assessing local organizations in Sierra Leone; a lead consultant with 20 years of experience in partnership development and project management focused on WASH and health initiatives; and a technical lead who is an acceleration director in The Partnerships Incubator's Partner & Agency Readiness Unit.

The PLA team benefited from support from and engagement with two team members at the Mission who provided input and suggestions throughout the process. A wider Mission team also reviewed and commented on two clearance packages that framed outreach and communications materials for the PLA. The PLA team is grateful for the positive and responsive Mission engagement.

PLA Purpose

The objective of the PLA was to identify and assess local organizations operating in the health sector with whom USAID/Sierra Leone could collaborate. The assessment focused on local organizations supporting implementation of health service delivery activities, especially at district and community levels, as well as entities with expertise in interventions such as health research, training, curriculum development, supply chain management, or data digital approaches. The PLA strived to identify local organizations that are new to USAID or have had limited interaction with the Agency as a sub-partner. The PLA also evaluated organizations' records of project and financial management, M&E, and reporting to determine readiness and capacity to be a lead, or "prime," implementer or sub-partner for USAID.

Additionally, the PLA sought to identify INGOs' niche areas of expertise or differentiating factors and understand their current or potential roles in supporting local capacity development.

The Mission team identified thematic areas of interest for the data-gathering process:

- Global health security;
- Maternal and child health;
- Public health;
- Malaria prevention and treatment;
- COVID prevention and treatment;
- Adolescent health;
- Mental health;
- WASH;
- Health education;
- Research and advocacy; and
- Digital health.

Context: Sierra Leone's Health Ecosystem

Sierra Leone exemplifies resilience within a context replete with challenges. The U.S. Government's 2022 ICS for Sierra Leone opens by detailing the crises the country has overcome in the last 25 years, including a prolonged civil war, the Ebola crisis of 2013-2016, and the COVID-19 pandemic. Both the Ebola and COVID crises disrupted local healthcare institutions in a country system already weakened by a shortage of trained personnel, poor infrastructure, and limited resources. Despite these challenges, health institutions and organizations made significant efforts to respond to the Ebola outbreak and COVID pandemic, and this has led to greater awareness of system-strengthening and capacity-building priorities.

The timing of the PLA was fortuitous for activities within the country. Our team began work in October 2022, when concerns about the pandemic had eased enough to allow our local team members to conduct in-person outreach, including traveling to multiple districts. In addition, the PLA's public-facing work ended in mid-March, more than three months before national elections scheduled for June 24, 2023. With the country's political polarization, the continued litigation over the 2018 election, and the controversial electoral reform package passed in 2022, our team was advised to conclude public engagement well before the height of the election season.

Priority Alignment

The PLA aligns with several U.S. Government and USAID priorities. The USAID Mission in Sierra Leone is guided by the 2022 ICS. One of the three overarching goals of the ICS is to promote health security, noting the lack of adequate healthcare is one of the biggest obstacles to the country's growth and development. The ICS acknowledges a critical area of intervention is helping Sierra Leoneans strengthen their healthcare system so it is able to provide equitable and high-quality services.

The PLA exemplifies the development approach at the core of new Agency policies. The scope of work for the PLA stated, "USAID/Sierra Leone is committed to engaging more local partners, an approach that builds on previous USAID initiatives such as the Local Capacity Initiative, the New Partnerships Initiative, and the Agency's forthcoming local capacity development policy. All of these efforts were developed to strengthen the capacity of local organizations and increase their readiness to assume a prime or sub-partner role with the Agency." Since the scope of work was written, the Agency promulgated its Local Capacity Strengthening Policy (October 2022) as well as a new A&A strategy (March 2023), which holds as one of its three objectives "a more diverse set of partners engaged to implement locally led development solutions." The PLA also exemplifies the development approach at the core of USAID's newly announced Policy Framework: Driving Progress Beyond Programs (March 23, 2023).

The PLA provides data and insights the Sierra Leone Mission can use to advance these Agency initiatives.

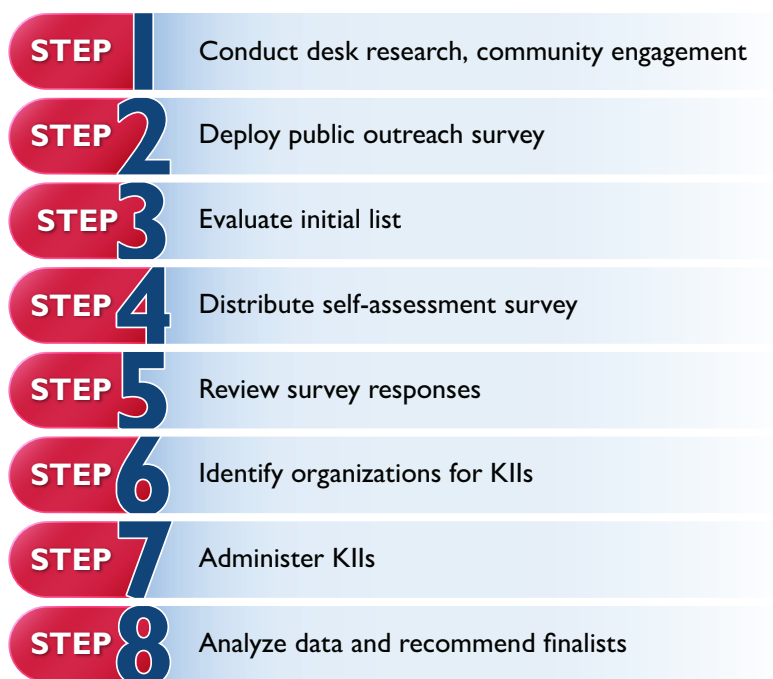
ORGANIZATION OF REPORT

This final report draws on the primary and secondary research carried out by all members of the Health PLA team. The report is organized around the following sections:

- **Methodology.** We explain the methods, platforms, and approaches used in desk research and public outreach, including challenges, what worked well, and what we learned.
- **Achievements, Challenges, Lessons Learned.** We provide highlights of our work as well as the challenges we encountered and takeaways that will inform future such endeavors.
- **Response to Public Outreach.** We describe the scope of the response, what kinds of organizations took the first survey, and what we learned.
- **Evaluation and Elimination Criteria.** We outline the factors that prevented organizations from progressing to the self-assessment survey.
- **Self-assessment Survey.** We dive deep into the organizations that responded.
- **Recommended Organizations.** We explain the scoring criteria and offer findings from the 24 health organizations we invited to participate in KII.
- **Responses from INGO Survey.** We provide information about those participating in the INGO-specific survey, including their experiences, feedback about engaging local partners, and five-year strategic objectives.
- **Key Takeaways and Insights.** We distill what we learned—from surveys as well as interviews—into three key themes that are the high-level messages of this exercise.
- **Private Sector.** Our brief research into companies providing products and services to the health sector suggests potential partners for future health-related projects.
- **Organizations' Plans and Goals.** We include local organizations' views regarding their ongoing and future contributions to development of the Sierra Leonean health sector.
- **Looking Ahead: Recommendations.** The PLA team offers ideas and recommendations on how to deepen and reinforce USAID/Sierra Leone's localization efforts.
- **Annexes.** These resources provide organizational details as well as information on concepts and activities mentioned in this report.

METHODOLOGY

The Team's Approach to the PLA



The PLA team took the following steps to recommend a final list of local organizations:

1. Conducted thorough desk research across a variety of platforms to identify local health organizations active in Sierra Leone;
2. Designed and deployed a public outreach campaign jointly with the DG PLA team—plus an ambitious in-person outreach effort—encouraging local organizations to complete a short survey;
3. Analyzed data from the 204 health-related organizations that responded to the public outreach campaign, screening them against the Mission criterion of past donor experience;
4. Invited 173 organizations to complete a self-assessment survey;
5. Scored the 86 responses to the self-assessment survey against 20 criteria;
6. Invited the 24 highest ranking organizations for interviews;
7. Interviewed the 19 responding organizations; and
8. Analyzed organizational data (surveys and interviews) to create a list of 24 recommended organizations.

We made significant strides at each phase of the project, eliminating organizations not relevant to this assessment and focusing on an ideal sample size of health-related local organizations. The graphic below outlines how many organizations were omitted at each phase.



Desk Research: Platforms and Approaches

The PLA team prepared thorough desk research, deploying deep expertise and investigating multiple platforms. The team conducted desk research to identify a preliminary list of health-related organizations to contact regarding the initial outreach survey in November 2022. In addition to researching lists of organizations provided by the Mission, we utilized websites and databases to identify organizations working in the health space in Sierra Leone. We gathered a list of more than 250 organizations and contacted all twice to request their participation in the survey.

We started with data from USAID and online Sierra Leonean government resources. The Mission provided lists of organizations operating in the health sector; the PLA team extracted valuable data from these sources, including names of organizations and email contacts. The team also accessed secondary data published online by the Sierra Leonean government; downloaded PDFs from the Ministry of Planning and Economic Development and the Corporate Affairs Commission; and acquired copies of data in Excel format. Finally, our local consultant engaged SLANGO to obtain a list of active Sierra Leonean health organizations.

We used social media extensively to verify organizations and fill in missing information. Focusing primarily on Facebook and LinkedIn, we used these social media platforms to confirm information regarding organizations.

We consolidated all desk research in a central database. We used this database in our outreach efforts, including tracking email communication and reminders. We incorporated email lists in digital format from other sources (such as SLANGO); for information we received in other formats (such as PDF), we attempted to extract data, with varying success.

Public Outreach Through Media

Public outreach was broad and multifaceted. The PLA team conducted a multichannel media outreach campaign to maximize the number and variety of organizations reached. The campaign used radio and newspaper advertising as well as social media and other online channels.

We used three social media platforms to spread the word. The team promoted the PLA and the initial survey using the graphic below. The graphic was accompanied by the following message developed in coordination with the USAID Mission to generate interest and manage expectations.



Does your organization work on democracy, governance, human rights, or health-related issues in Sierra Leone? USAID/Sierra Leone would like to know more about your organization and your activities, especially national (Sierra Leonean) organizations. All organizations are encouraged to participate, even if you have not worked with international donors before!

*To participate, please complete a brief survey using the following link:
www.tinyurl.com/usaidssurvey2022*

The survey will be open until January 20, 2023. Thank you for taking the time to complete the survey! #USAIDSierraLeone #sierraleone_ngo #SierraLeone #salone

The PLA team coordinated with the U.S. embassy and USAID and Incubator staff to widely disseminate this post, including through the Facebook pages of USAID/Sierra Leone and the U.S. Embassy in Freetown and the Twitter and LinkedIn accounts for WorkwithUSAID.org. The social media campaign launched in the first week of December 2022, with follow-up posts on some channels in the first week of January 2023. Social media accounted for 23 percent of responses to the intake survey from organizations working in the health sector.

We planned extensive newspaper advertisement campaigns to cover much of the country. The PLA team ran ads using the same social media graphic and language across six print newspapers. Our local consultants generated a list of potential newspapers to maximize coverage within Sierra Leone, incorporating recommendations from USAID. Advertisements ran weekdays January 9

to 18, 2023, in *Awoko*, *Premier Newspaper*, *Standards Times*, *Concord Times*, *African Young Voices (AYV)*, and *Awareness Times*. Although newspaper campaigns have traditionally served as an effective means for reaching offline populations in other PLAs, our print media campaign had a limited impact on our overall response rate, with only 1.5 percent of respondents noting the newspaper as their primary source for learning about the survey.

We designed and produced radio ads to promote the survey across Sierra Leone, including airing on two radio stations that reach remote communities. Our consulting team worked with local media firms to develop a 30-second advertising “jingle” played on radio stations across Sierra Leone to reach organizations operating in areas with limited Internet access. Local consultants identified radio stations Radio Democracy, Sierra Leone Broadcasting Corp., AYV Radio, Freetown Radio/Radio Bankasoka, Radio Maria, Kiss 104, Star Line Radio, Voice of Kono, Radio Bintuman, and Shallon Radio. The jingle—in English and Krio—consisted of a dialogue on the PLA and a reference to the intake survey. The ad played three times a day on each station for 14 days, January 4-20, 2023. As with print media, radio advertising has historically been effective in reaching offline audiences. However, this approach was not especially productive—only 1.7 percent of respondents were referred to the intake survey by way of radio advertising.

Other online channels proved productive for outreach. Our team made effective use of existing WhatsApp networks to notify NGO stakeholders of the PLA. This was possible in large part through coordination with NGO stakeholders that disseminated our message via existing WhatsApp groups, including SLANGO. Approximately 16.7 percent of respondents reported finding out about the survey via WhatsApp through networks such as SLANGO.

Email was by far the most effective method of outreach. Pulling from our desk research, the team sent emails inviting local organizations to take the survey. More than 34 percent of respondents specified email as the source directing them to the survey.

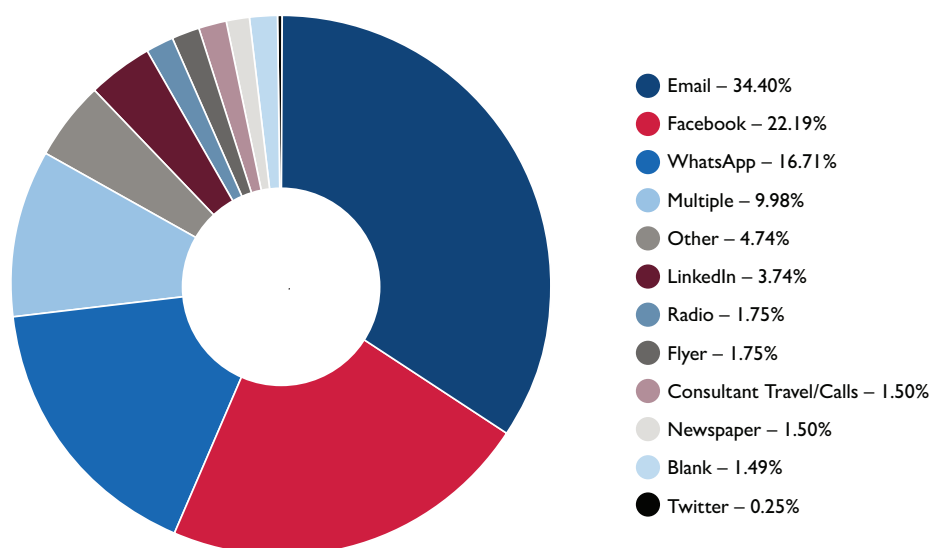
In-Person Outreach Across Sierra Leone

To encourage organizations to participate in the PLA process, two team members traveled throughout the country for in-person engagement. Mohamed Mousa Sesay and Idriss Duramany Koromah, the local consultants for the DG and Health PLAs, respectively, coordinated in-person outreach across Sierra Leone. In Freetown, they met with and secured cooperation from a number of public and nonprofit organizations and networks, most notably MOPED and SLANGO. Additional details about the consultants’ travel, including itineraries, can be found in Annex B.

We focused on areas outside of the capital, including remote districts. To ensure the PLA identified organizations without a major presence in Freetown, the local consultants planned several trips across Sierra Leone. Between December 7 and December 20, 2022, they embarked on three trips and visited seven districts in four provinces: Port Loko, Bombali, Koinadugu, Falaba, Western Rural, Bo, and Kenema. At each destination, the consultants met with the district council to gather information on local NGOs, spoke at NGO network events, and visited individual organizations to raise awareness of the PLA and encourage organizations to complete the intake survey. The consultants also checked newspapers and radio stations to ensure the PLA team’s advertisements were published and aired as agreed. Approximately 6 percent of respondents reported hearing about the PLA either from face-to-face consultant visits or phone calls. This includes at least one organization in the final round of KIs and the organization profiles section of this report.

Our outreach approach was inclusive and explored beyond USAID’s known networks. The PLA’s multi-channel approach to outreach was designed to minimize the number of organizations overlooked because of their location or technological capacity. By leveraging networks, traditional media, and multiple online channels, we created enough awareness that approximately a dozen respondents cited word-of-mouth referrals from friends and professional acquaintances as their source for hearing about the PLA.

Survey Response Source



Achievements, Challenges, Lessons Learned

We learned a lot from our public outreach campaign. In many ways, the responses to the public outreach campaign were surprising. Certain platforms failed to perform as we anticipated, while others outperformed expectations. We also experienced some challenges that affected the gathering of data and our ability to connect with participants.

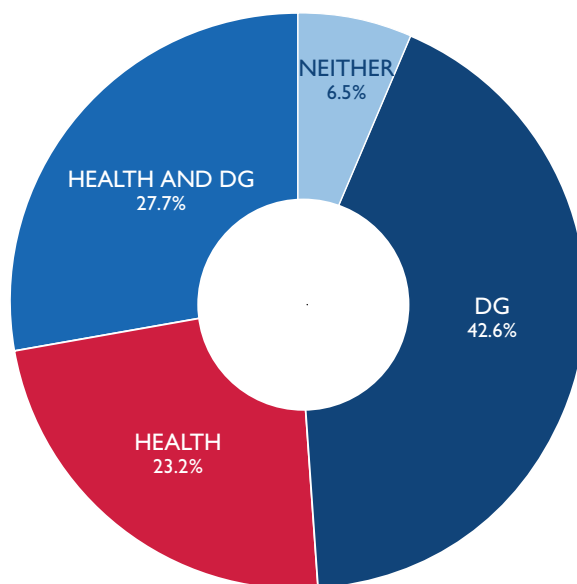
- **Facebook performed very well.** As detailed above, social media accounted for more than a quarter (26.6 percent) of responses, with Facebook garnering by far the greatest response among the three social media channels. Twitter and LinkedIn posts produced negligible results.
- **Individual email outreach was the highest performer.** Although email is almost beginning to seem like old-fashioned communication, email invitations to the initial survey got the greatest response of any outreach method (34 percent). The time invested in desk research resulted in a high number of responses.
- **We had difficulty accessing usable data.** Although our team was able to obtain multiple contact lists from various organizations (including SLANGO, CAC, and several district offices) the majority of these lists did not include email or mobile phone contact information and thus we could not add them to the database.
- **We encountered some skepticism about the PLA.** We received a few comments indicating an initial level of skepticism about USAID's outreach, either that it was not legitimate or it would be pointless to respond. Two representative comments are shared below.
 - » Consultant after visit to a radio station reported: "The manager really commended the efforts of the team and stated most of the CBOs or small organizations will be afraid to opt-in for the survey because most of the time, the 'big guys' are favored in such endeavors, being they had long-time partnerships with donors and know how to navigate to get selected. However, his fear was managed as I told him that the survey and the assessment are free from bias and all are encouraged to opt-in for the survey and that our visit to the provinces is to give chances to everyone, irrespective of their geographical status, portfolio, etc., to be part of the assessment."

» A well-established local NGO reported: “This is the first time we have been approached [by USAID]. At first, I thought this was a joke. ... They said they were organized with SLANGO, so I took it seriously.”

- **Outreach was split into two phases due to end-of-year holidays.** This turned out to be beneficial, since we could evaluate the response in the first phase and adjust before the second phase started in January. For example, based on comments such as from the radio station manager, we added this sentence to the outreach message: “All organizations are encouraged to participate, even if you have not worked with international donors before!”
- **Extended holiday period delayed resumption of normal activities.** We had planned to publish newspaper ads in early January, but publishing delays and industry-wide holiday recovery times pushed them later.

A single survey for both sectors was the right approach. The joint survey was the right approach, since more than a quarter of respondents indicated they work in DG and health.

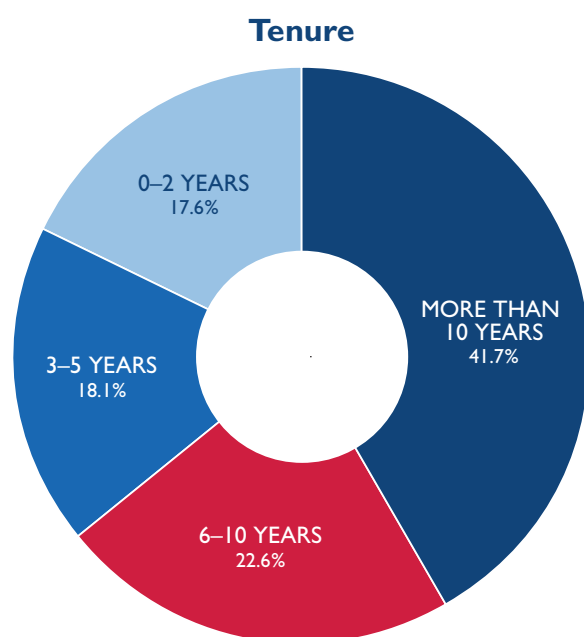
In which sectors does your organization operate?



RESPONSE TO PUBLIC OUTREACH

The response to the public outreach exercise was broad and robust, including more than 200 organizations from all 16 districts that work across the health spectrum. The outreach survey received 461 responses from health and DG organizations; after removing duplicates, the final number of unique responses was 401. Among those, 204 self-designated as working on health or working on both health- and DG-related activities.

We eliminated 32 organizations in operation for fewer than two years. USAID outlined tenure of more than two years as the single criterion to invite organizations to the self-assessment survey. Although nearly 40 respondents were less than 2 years old, four of those had experience with an individual donor and were therefore invited to participate in the survey.



SELF-ASSESSMENT SURVEY

The survey was designed to gather a significant amount of information about local organizations with international donor experience. The 44-question survey asked about several categories of organizational structure and operations, including the entity's leadership, registration status, budget, technical focus, collaboration history, and systems. In addition, we included a small set of qualitative questions designed to elicit insights about the organization's worldviews.

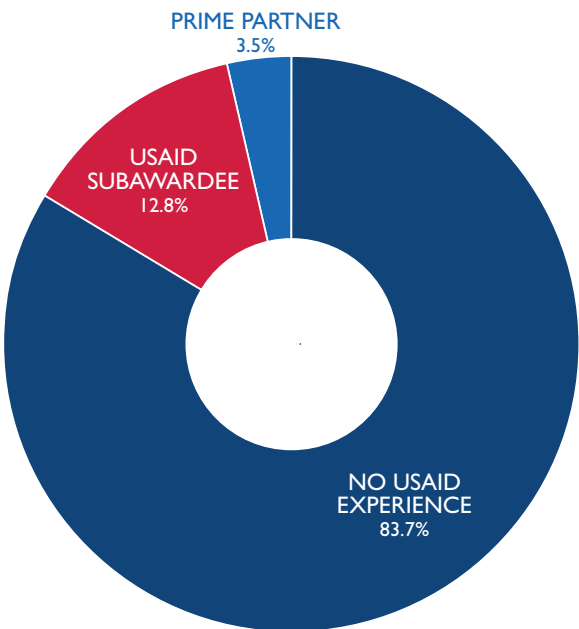
We also looked toward the future, asking local organizations to share their plans and priorities. In addition to gathering snapshots of organizations' current positions, funding streams, and capacities, we sought a forward-looking view of their local priorities. The survey asked organizations about plans and goals for the next five years—as well as obstacles to their realization—to capture the essence of partnership opportunities. These responses can serve as a baseline tool for USAID's future planning, and we hope the Mission finds them valuable as it identifies aligned organizations. The Agency could accelerate USAID's progress toward localization in Sierra Leone by considering these local voices as it designs future activities and procurements.

We had a good response to the self-assessment survey. Of the 173 health organizations we invited to the self-assessment survey (Annex C), 86 completed it (Annex D).

Analysis of Survey Respondents

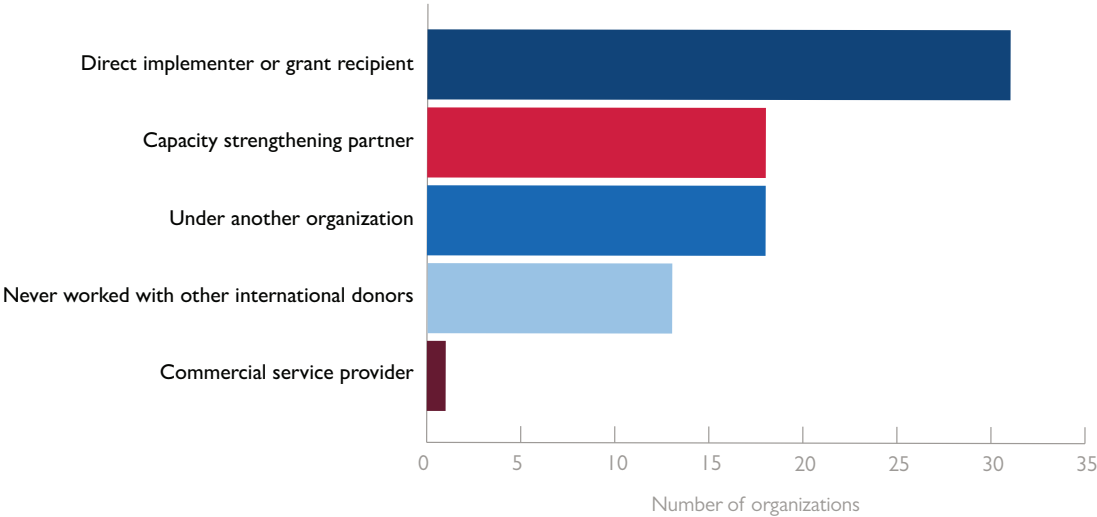
The self-assessment survey successfully identified local organizations new to USAID. More than 80 percent of respondents have not partnered with the Agency in any capacity, while 13.7 percent worked with USAID as a subawardee under another implementing partner. Just 3.5 percent had experience partnering directly with USAID as a lead, or “prime” partner.

How have you partnered with USAID?



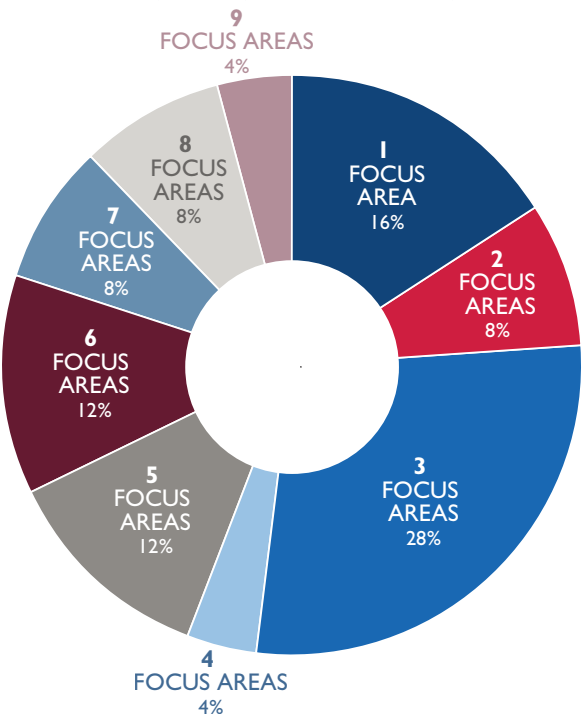
It is noteworthy that respondents reported a much stronger level of interaction with other international donors, with repeated mention of Irish Aid, UNICEF, and UNDP. Fifty-nine organizations indicated they had no USAID experience but had collaborated either directly or indirectly with other international donors. Of those, 28 reported they had managed a budget of more than \$100,000.

If you have not partnered with USAID, have you worked with other international donors in any capacity?

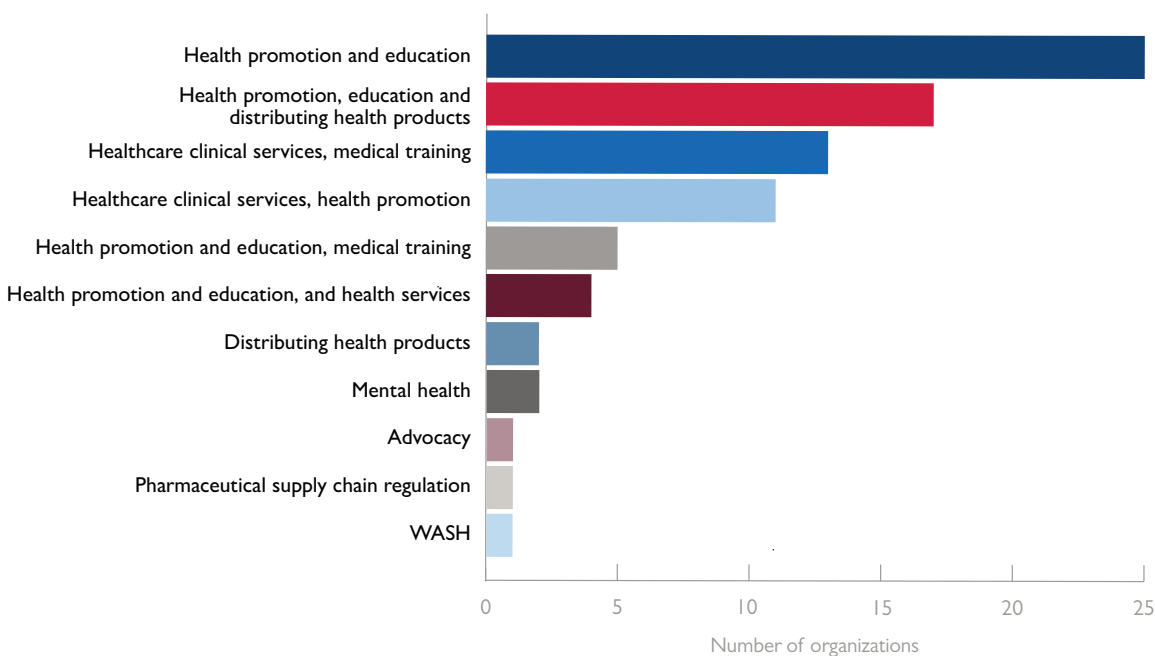


Many local organizations are working across multiple technical areas. We surveyed organizations about their focus areas and gave them the opportunity to select as many that apply: public health, maternal and child health, malaria prevention/treatment, COVID prevention/treatment, mental health, WASH, health education, research and advocacy, and “other.” Only one organization specialized in a single area; more than 50 percent declared five or more focus areas.

Within how many of these area(s) does your organization focus?
Public health, Maternal and child health, Malaria prevention/treatment, COVID prevention/treatment, Adolescent health, Mental health, WASH, Health education, Research and advocacy, Other



What type of health interventions do you provide?



Scoring Responding Organizations

The PLA team scored the 86 respondents with criteria approved by the Mission. The scoring system appears in Annex D. The scoring system was designed to pull forward organizations that have no or limited (subawardee) USAID experience and have managed other types of donor funding, clear plans that require funding, and a strong history of collaborating across sectors.

Scoring criteria prioritized these factors:

- Five or more full-time staff;
- Someone on the leadership team has medical training;
- Has clear plans and those plans depend on funding;
- History of collaboration with other organizations (each type—government, private sector, etc.—increased the score);
- No or limited (subawardee) experience with USAID; and
- History of collaboration with international donors other than USAID (higher amounts of funding increased the score).

The team also scored organizations on responses to four questions around administrative or management systems (ability to produce financial statements, etc.).

The highest possible score was 32. The results are as follows.

Score above 22	28 organizations*
Score of 20 to 22	18 organizations
Score below 20	40 organizations

* Four of these were excluded as an INGO, global fund mechanism, or public organization

RECOMMENDED ORGANIZATIONS

After our analysis, we recommend 24 organizations to USAID/Sierra Leone. The 24 organizations invited to participate in the KIIs comprise the list of recommendations; however, we want to emphasize that all 86 organizations taking the self-assessment survey could be considered potential partners for USAID.

The recommended organizations were generally small institutions in terms of budget. More than half had a five-year average annual budget of less than \$500,000; 84 percent averaged less than \$1 million. Nevertheless, these organizations demonstrated an impressive commitment to rigor and evidence-based best practices.

Below is a snapshot of the 24 organizations, including details on founding year, annual budget, numbers of beneficiaries reached, and experience with USAID and other international donors.

List of Recommended Organizations (Invited to KIIs)

ORGANIZATION	FOUNDED	ANNUAL BUDGET (LAST 5 YEARS)	BENEFICIARIES IN 2022	BENEFICIARIES TOTAL	USAID EXPERIENCE	OTHER DONOR EXPERIENCE
Action for Advocacy and Development Sierra Leone (AAD-SL)	2011	more than \$1 million	4,000	27 million	no	direct
Center for Social Economic Empowerment and Development in Sierra Leone (C-SEED/SL)	2017	\$250,000–\$500,000	3,220	9,560	no	direct
Centre of Dialogue on Human Settlement and Poverty Alleviation (CODOHSAPA)	2011	\$250,000–\$500,000	10,000	100,000	no	indirect
Collective Initiative for Development - Sierra Leone	2011	\$500,000–\$1 million	5,000+	50,000+	no	direct
Girl Child Network Sierra Leone	2011	\$100,000–\$250,000	6,000	50,000	no	direct
Mankind Activities for Development Accreditation Movement	1999	more than \$1 million	7,000	73,000	indirect	direct
Mental Health Coalition - Sierra Leone (MHC-SL)	2011	\$250,000–\$500,000	150,000	2 million+	no	direct
Missionaries Friends Association	1997	\$100,000–\$250,000	3,000	40,000	no	direct
Network Movement for Justice and Development	1988	\$250,000–\$500,000	N/A	N/A	no	direct
Network of Advocacy for Youth Empowerment	2015	\$100,000–\$250,000	2,900	3,000	no	indirect

ORGANIZATION	FOUNDED	ANNUAL BUDGET (LAST 5 YEARS)	BENEFICIARIES IN 2022	BENEFICIARIES TOTAL	USAID EXPERIENCE	OTHER DONOR EXPERIENCE
Network of HIV Positives in Sierra Leone (NETHIPS)	2006	\$500,000– \$1 million	4,000	40,000+	no	direct
Pikin-to-Pikin Movement	1994	\$500,000– \$1 million	20,000	1 million	no	direct
Rainbo Initiative	2014	\$500,000– \$1 million	12,342	45,000+	indirect	direct
Social Enterprise and Development (SEND) Sierra Leone	2008	more than \$1 million	500,000	2 million+	no	direct
Serve Sierra Leone	2012	\$250,000– \$500,000	30,000	500,000+	no	direct
Siera Grass-roots Agency (SIGA)	1989	\$100,000– \$250,000	1,500	10,000+	no	direct
Sierra Leone Social Aid Volunteers	2008	\$500,000– \$1 million	35,000	500,000	indirect	indirect
Sierra Leone Urban Research Centre (SLURC)	2016	\$500,000– \$1 million	15,000+	75,000+	no	direct
Society for Women and AIDS in Africa, Sierra Leone	1991	\$100,000– \$250,000	30,000	30,000+	no	direct
Uman Tok SL	2020	\$100,000– \$250,000	27,650	40,000+	no	indirect
United Methodist Development Office (UMDO)	2013	\$250,000– \$500,000	3,000	10,000+	no	direct

Final Scores

The highest possible score was 32, and we invited organizations scoring at least 22 to KILs.

ORGANIZATION	SCORE
Action for Advocacy and Development Sierra Leone (AAD-SL)	24
Center for Social Economic Empowerment and Development in Sierra Leone (C-SEED/SL)	24
Centre of Dialogue on Human Settlement and Poverty Alleviation (CODOHSAPA)	24
Collective Initiative for Development - Sierra Leone	24
Girl Child Network Sierra Leone	23
Mankind Activities for Development Accreditation Movement	23
Mental Health Coalition - Sierra Leone (MHC-SL)	25
Missionaries Friends Association	24
Network Movement for Justice and Development	25
Network of Advocacy for Youth Empowerment	24
Network of HIV Positives in Sierra Leone (NETHIPS)	26
Pikin-to-Pikin Movement	25
Rainbo Initiative	24
Social Enterprise and Development (SEND) Sierra Leone	28
Serve Sierra Leone	27
Siera Grass-roots Agency (SIGA)	23
Sierra Leone Social Aid Volunteers	30
Sierra Leone Urban Research Centre (SLURC)	22
Society for Women and AIDS in Africa, Sierra Leone	22
Uman Tok SL	24
United Methodist Development Office (UMDO)	23
We Yone Child Foundation (WYCF)	22
West Africa Youth Network for Peace Education and Economic Development - Sierra Leone (WAYNPEED-SL)	22
Young Men's Christian Association Sierra Leone	30

INGOs' Perspective

INGOs provided valuable information about local partners. Although the PLA team did not consider INGOs for the survey and KIs, we did survey these important stakeholders to gain insights into their overall experiences working with local implementing organizations. We found overlap (shown in boldface below) with four recommended local organizations: Action for Advocacy and Development Sierra Leone (AAD-SL), Network of HIV Positives in Sierra Leone (NETHIPS), Rainbo Initiative, and Social Enterprise and Development (SEND) Sierra Leone.

INGO	LOCAL PARTNERS FOR WHICH IT PROVIDED REFLECTIONS
Care International	SEND , RODA, ABC Development, MADAM, MOPADA
Caritas Sierra Leone, Kenema	Justice and Peace Commission - Kenema, National Election Watch, Muloma Women's Organization
Christian Aid	Budget Advocacy Network, SEND , Relief and Development Agency (RADA), Collective Initiative for Development (CIFD), NETHIPS
Clinton Health Access Initiative (CHAI)	Nest Builders International
eHealth Africa	Facilitating and Organising Communities to Unite for Sustainable Development (FOCUS 1000)
GOAL Sierra Leone	FOCUS 1000, Sierra Leone Labour Congress (SLLC), Freetown City Council (FCC), National Disaster Management Agency (NDMA), Easy Solar
Helen Keller International	FOCUS 1000, Sierra Leone Agriculture Research Institute, Bank of Innovation and Partnerships, SEND , MoHS
International Mutual Aid	Mofinko Development Association
Partners In Health	Rainbo Initiative , Sickle Cell Awareness Network, Civil Society Movement Against Tuberculosis Sierra Leone
Practical Tools Initiative	Mobility Sierra Leone, Nixon Memorial Hospital, United Polio Brothers and Sisters, Mattru-tn-the-Rail Amputees' Camps, College of Medicine and Allied Health Sciences
Save the Children	FOCUS 1000, Planned Parenthood Association of Sierra Leone, Rainbo Initiative
Sierra Leone Red Cross Society	AAD-SL , Africa CDC, AISPO, District Health Management Team (DHMT), GOAL Sierra Leone
World Hope International	Disability Rights Movement, Sierra Leone Autistic Society, Aberdeen Women's Centre, IOM, SHADE

Recommended Partner Roles

The depth of the self-assessment survey on organizations' experience with USAID and other international donors shed light on which organizations might be ready for more robust program management opportunities. By comparing survey responses from local organizations and INGOs, the PLA team identified four organizations—AAD-SL, NETHIPS, Rainbo Initiative, and SEND—that have received capacity strengthening support from an INGO and have either indirectly worked with USAID, worked directly with another international donor. Although AAD-SL has not worked with USAID in any capacity, it has managed more than €1 million from another international donor. NETHIPS has no experience with USAID, but states it has managed \$750,000 and \$1 million in projects for other international funders. Rainbo Initiative has managed a small subaward with USAID and worked with International

Rescue Committee, Care International, Irish Aid, and the EU. Finally, SEND has not worked with USAID but has managed a €1.5-million grant from another international donor. Because of their grant management experience and capacity strengthening support from INGOs, these four organizations might be considered candidates for prime implementers.

The PLA team also found three organizations that, while not included on the list of 25 recommended local organizations, might be considered as potential capacity-strengthening partners. These three—the Center for Encouraging, Caring, and Supporting HIV People (CECSHIP), Healey International Relief Foundation, and Long Life Center for Wellness and Prevention—indicated they have managed USAID funding directly in Sierra Leone.

Looking Forward: Plans and Goals

We asked local organizations to provide information about their goals and priorities for the next five years. This forward-thinking question provides insights into the strategic priorities for each recommended partner. This data point could accelerate the cultivation of local partners by identifying areas of overlap and opportunity and support the spirit of localization by encouraging local organizations to pursue the health programs to which they are committed, rather than donor-driven activities.

ORGANIZATION	PLANS AND GOALS FOR NEXT FIVE YEARS
Action for Advocacy and Development Sierra Leone (AAD-SL)	UN Women-funded projects
Center for Social Economic Empowerment and Development in Sierra Leone (C-SEED/SL)	Strengthen HIV/AIDS prevention/education; address HIV/AIDS impacts on rural youth, women, orphans, and home-based care; integrated health for child survival; school and community campaigns on prevention, testing, and treatment of malaria
Centre of Dialogue on Human Settlement and Poverty Alleviation (CODOHSAPA)	Strengthen responsiveness of health services provision in extreme weather events for urban, marginalized people
Collective Initiative for Development - Sierra Leone	Strengthen health systems in the district by engaging all structures at the chiefdom level
Girl Child Network Sierra Leone	Life skills training for adolescent girls on SRHR, sexual and GBV, and FGM/C
Mankind Activities for Development Accreditation Movement	Climate-smart agriculture, farmer development, entrepreneurship promotion, youth skills training
Mental Health Coalition - Sierra Leone (MHC-SL)	Advocacy for the development or review of mental health policies and legislation; community-awareness raising around the myths and assumptions of disabled; training/capacity building of healthcare workers, teachers, religious leaders and healers, family members; training, livelihood, and integrated support for people with mental health and psychosocial disabilities
Missionaries Friends Association	Educational projects
Network Movement for Justice and Development	Life skills and health training, women and youth equity and justice for persons with disabilities and vulnerable groups, civil society strengthening, social accountability for public-sector service delivery
Network of Advocacy for Youth Empowerment	Promotion of adolescent sexual and reproductive health education in schools and communities project
Network of HIV Positives in Sierra Leone (NETHIPS)	Scale up community-led monitoring for people living with HIV and disability, treatment adherence and retention for people living with HIV, advocacy
Pikin-to-Pikin Movement	Malaria prevention and control, WASH, mental health project, nutrition-related projects

ORGANIZATION	PLANS AND GOALS FOR NEXT FIVE YEARS
Rainbo Initiative	Women's health and empowerment projects, construction of Rainbo Centers
Social Enterprise and Development (SEND) Sierra Leone	Women's health and empowerment projects
Serve Sierra Leone	Access to safe drinking water, WASH projects, improving public-sector accountability and transparency
Siera Grass-roots Agency (SIGA)	Community organizations focused on youths, women
Sierra Leone Social Aid Volunteers	Strengthening health service delivery, integrated health for children's survival, accelerating water and sanitation for all, accountable governance to improve service delivery at local level
Sierra Leone Urban Research Centre (SLURC)	Research on health and extreme weather
Society for Women and AIDS in Africa, Sierra Leone	Health, empowerment, and gender equality projects
Uman Tok SL	Reaching more women and girls, specifically in mining communities across the country; menstrual health support
United Methodist Development Office (UMDO)	Health, education, livelihood, advocacy, agriculture, and WASH
We Yone Child Foundation (WYCF)	SRHR education and menstrual hygiene
West Africa Youth Network for Peace Education and Economic Development - Sierra Leone (WAYNPEED-SL)	Health education for adolescent, youths, and teenage mothers
Young Men's Christian Association Sierra Leone	Climate change and community well-being, and Health

INGOs' Priorities

We also asked INGOs to provide information about their goals and priorities for the next five years. As well as valuable information to determine alignment with USAID priorities, these forward-looking insights could also highlight where focus and geographic areas overlap among INGOs and local NGOs.

ORGANIZATION	AREAS SERVED	FOCUS AREAS	PRIORITIES FOR NEXT FIVE YEARS
Care International	Bombali, Falaba, Koinadugu, Tonkolili, Kambia, Karene, Port Loko, Bo, Bonthe, Moyamba, Pujehun	Public health, maternal and child health, adolescent health, COVID-19 prevention/treatment, WASH, health education	Health systems strengthening, governance, SRHR
Caritas Sierra Leone, Kenema	Kailahun, Kenema, Kono	Public health, malaria prevention/treatment, COVID-19 prevention/treatment, WASH, health education, research and advocacy	Community engagements on prevention and control of diseases through awareness raising, provision of WASH facilities
Christian Aid	Kailahun, Kenema, Kono, Koinadugu, Port Loko, Bo, Bonthe, Pujehun, Western Rural, Western Urban	Maternal and child health, adolescent health, malaria prevention/treatment, COVID-19 prevention/treatment, WASH, health education, research and advocacy, health governance and accountability	Maternal and child health, SRHR, advocacy, health governance and accountability
Clinton Health Access Initiative (CHAI)	Kailahun, Kenema, Kono, Bombali, Koinadugu, Tonkolili, Kambia, Karene, Bo, Bonthe, Moyamba, Western Urban	Public health, maternal and child health, adolescent health, COVID-19 prevention/treatment, mental health, Health education	Technical assistance on the rollout of lifesaving vaccines, improving access to contraceptives and abortion care services, building MoHS capacity on geospatial data use for improved policy decisions, increasing access to assistive technology, systems strengthening for human resources for health, supply chain strengthening, digital health, oxygen therapy, and health financing
eHealth Africa	Western Rural, Western Urban	Public health, maternal and child health, malaria prevention/treatment, COVID-19 prevention/treatment	Nutrition, food security and climate resilience, maternal and child health and immunization, humanitarian and emergency response, health delivery, laboratory and diagnostics, public health emergency and disease surveillance and malaria response

ORGANIZATION	AREAS SERVED	FOCUS AREAS	PRIORITIES FOR NEXT FIVE YEARS
GOAL Sierra Leone	Kenema, Bombali, Falaba, Koinadugu, Kambia, Karene, Moyamba, Western Urban	Public health, maternal and child health, adolescent health, malaria prevention/treatment, COVID-19 prevention/treatment, WASH, health education, research and advocacy, health system strengthening (clinical mentorship and quality of care), access to health infrastructure, health emergency preparedness and response	Health system strengthening, social and behavioral change communications, advocacy and health accountability, emergency preparedness and response, WASH, climate change, cash and voucher assistance
Helen Keller International	Kailahun, Kenema, Kono, Bombali, Falaba, Koinadugu, Tonkolili, Kambia, Karene, Port Loko, Bo, Bonthe, Moyamba, Pujehun, Western Rural, Western Urban	Public health, maternal and child health, adolescent health, WASH, health education, research and advocacy, nutrition, neglected tropical diseases, systems strengthening	Health system strengthening, maternal and child nutrition
International Mutual Aid	Kono	Public health, maternal and child health, malaria prevention/treatment, mental health, WASH, health education, research and advocacy	Providing free health services to our catchment area, facilitating WASH improvements, evaluating potential typhoid conjugate vaccine pilot program
Partners In Health	Kailahun, Kono, Falaba, Tonkolili, Port Loko, Bonthe, Western Rural, Western Urban	Public health, maternal and child health, adolescent health, COVID-19 prevention/treatment, mental health, health education, research and advocacy	Making health a human right in Sierra Leone, systems-strengthening to improve health outcomes in hospitals, clinics, and communities once considered clinical deserts
Practical Tools Initiative	Kailahun, Kenema, Kambia, Karene, Bo, Moyamba, Western Rural, Western Urban	Public health, maternal and child health, mental health, WASH, health education	support of institutions to provide effective medical training to practitioners, WASH, mental health education, support rural clinics with the distribution of health products and medical equipment, child and maternal health

ORGANIZATION	AREAS SERVED	FOCUS AREAS	PRIORITIES FOR NEXT FIVE YEARS
Save the Children	Kailahun, Kenema, Bo, Bonthe, Pujehun, Western Rural, Western Urban	Public health, maternal and child health, adolescent health, COVID-19 prevention/treatment, WASH, health education, research and advocacy	Maternal, child, newborn, and adolescent health quality improvement and system strengthening
Sierra Leone Red Cross Society	Kailahun, Kenema, Kono, Bombali, Falaba, Koinadugu, Tonkolili, Kambia, Karene, Port Loko, Bo, Bonthe, Moyamba, Pujehun, Western Rural, Western Urban	Public health, malaria prevention/treatment, COVID-19 prevention/treatment, WASH, health education, research and advocacy	Awarenesses raising, WASH, social mobilization
World Hope International	Kailahun, Kenema, Kono, Bombali, Kambia, Karene, Bo, Western Rural, Western Urban	Public health, maternal and child health, malaria prevention/treatment, WASH, health education, research and advocacy, Children with disabilities	Maternal health

OTHER STAKEHOLDERS: THE PRIVATE SECTOR

Since the private sector did not respond to the outreach survey, we did our own limited research to respond to Mission interests. Although the private sector was not excluded or discouraged from taking the outreach survey, we did not receive any completed surveys from local corporations. Therefore, in response to Mission requests, we did limited desk research to identify and understand local private-sector companies' engagement with the healthcare sector, especially those that supply solar power and support to healthcare facilities. Our list of 13 companies—all with a permanent presence in Sierra Leone—is outlined below. Their contact information is available in Annex G.

Aptech Africa

Aptech Africa, a solar energy and water-pumping company active in Africa, has offices in South Sudan, Uganda, Central African Republic, Sierra Leone, Niger, and Liberia. Founded in 2011, the company provides solutions for home and business use. Aptech Africa recently designed, supplied, installed, and commissioned two off-grid solar systems at two World Food Program (WFP) offices in Sierra Leone and a stand-alone solar system at the Falaba District Women Network (FDWN) office. It has also donated solar and water-heating systems to local schools and created scholarships for girls to pursue engineering studies.

Community Health Access and Finance (CHAF)

CHAF is a Sierra Leone-registered organization with a mission to harness the power of community networks and digital technology for equitable access to health and financial services. CHAF collaborates with the Ministry of Health and other health partners to digitize healthcare records, systems, and processes; improve patient care and health outcomes; and use data analytics to drive innovation in healthcare service delivery. Its mobile technology allows community workers to capture data and document health service delivery, enabling performance management of community workers in remote villages. In addition, CHAF deploys financial-technology solutions and mechanisms that create scalable and effective ways to expand financial inclusion to underserved communities and groups. CHAF has partnered with the World Bank and Care International.

Easy Solar

Easy Solar's vision is to make energy, financial services, and life-improving products affordable and accessible. It offers products such as solar lanterns, home lighting systems, appliances, and cookstoves on financing plans. It has partnered with GOAL, which noted Easy Solar's exceptional work in its INGO survey response. The organization also partnered with the United Nations Office for Project Services and Winch Energy to launch a Tay Go line of appliances in four solar mini-grid communities (Rokonta, Musaia, Bafodia, and Sinkunia in the Bombali, Falaba, and Koinadugu Districts). Easy Solar employs nearly 500 people under the age of 30, and women occupy 60 percent of its leadership positions.

Energicity Corp.

Power Leone is the Sierra Leone subsidiary of Energicity Corp., the leading West African off-grid, mini-grid company with 1.7 megawatts in operations or under contract. Energicity Corp. won a competitive tender in 2019 for a 20-year concession in the Port Loko, Karene, Kambia, and Moyamba Districts of Sierra Leone, forming the subsidiary Power Leone. Power Leone will serve

32 communities, at least 23 health clinics, and approximately 100,000 people. Power Leone started operations in September 2019 with the launch of the mini-grid at Lokomasama Petifu Junction. It supports the “SHE” Project in partnership with Care (SL) and the Global Energy Alliance for People and Planet (GEAPP) to empower female entrepreneurs to build better livelihoods. Energency facilitates the leasing of freezers—deploying 200 to date and planning to distribute another 250 in 2023—to create avenues for women to earn more income.

FLS Group

FLS Group is an electrical engineering and training services company established in 2011. It is owned and managed by a team of dedicated high-standing professionals with more than 40 years of combined international corporate experience who are committed to bringing the latest and most applicable energy and power solutions to the public and private sectors. FLS Group focuses on telecommunications, agriculture, mining, and banking sectors in the Mano River Union countries of Sierra Leone, Liberia, and Guinea.

Ignite Power

Ignite Power is the fastest-growing Pan-African developer, distributor, and financier of life-enabling technologies, providing state-of-the-art solutions to customers and businesses in last-mile communities. Ignite cooperates with governments to execute national-scale projects in the fastest, most sustainable way in partnership with UKAID, World Bank, and SIDA, among others. Its designed-for-solar medical system transforms remote health centers into state-of-the-art clinics by utilizing advanced technology, satellite-based connectivity, and solar power to provide electricity, early symptom detection, diagnostics, monitoring, training, and data analysis in an energy-efficient and sustainable way. These advanced solar-based devices and services include ultrasound, EKG, X-ray, blood count, vaccine refrigerators—all connected to a digital platform that allows remote monitoring and support from global experts.

Independent Energy

Independent Energy was founded in 2011 and builds on decades of practical experience in industrial power supply from solar and wind. It works with healthcare centers and hospitals to supply solar backup-systems that support vital operations where needed. Independent Energy provides reliable, secure grid-connected or off-grid systems. Independent Energy Sierra Leone is the company's first wholly owned branch office.

InfraCo Africa

InfraCo Africa seeks to alleviate poverty by mobilizing private sector expertise and finance to develop high-quality infrastructure projects in sub-Saharan Africa.

In 2020, to advance the government of Sierra Leone's priorities for rural electrification, FCDO supported the development of a Rural Renewable Energy Project (RREP). The first of its kind in scale and scope in Sierra Leone and the wider region, RREP was implemented by UNOPS to deliver 5 megawatts of off-grid power, electrifying 94 communities across four regions. InfraCo Africa financed, developed, constructed, commissioned, and now owns and operates a portfolio of 40 solar hybrid mini-grids serving more than 13,000 customers across the southern and eastern half of Sierra Leone. The initiative is generating local employment, and 85 percent of customers have reported their lives have improved since accessing electricity from the solar mini-grid program. In 2022, InfraCo Africa committed an additional \$1.2 million to deliver eight mini-grids with PowerGen as

part of its ongoing commitment to rural electrification in Sierra Leone. These mini-grids will deliver clean energy to about 1,660 homes and businesses, promoting economic development in rural areas. The second phase of the project is participating in the Universal Energy Facility program, a SE4All results-based financing program, which will enable the project to benefit from grant funding on a per-connection basis.

Mosabi

Mosabi's platform blends financial and education technology to deliver skills and services that enable emerging markets to better manage their businesses and money. Mosabi has mostly supported operations with assistance from investors and grant funding from organizations such as the World Bank, UNCDF, and Financial Sector Deepening (FSD) Africa.

Orange

Launched in 2016, Orange is a multi-service provider in the mobile data, data management, and solar energy sectors. Despite being just 6 years old, it is well established in corporate social responsibility and has partnered with local organizations such as National Youth Commission Sierra Leone (NAYCOM) to provide digital training for women and students, maternal health screenings, and digital education kits for schools. Orange is also part of HealthGrid Sierra Leone, an initiative to provide sustainable electricity and other services to off-grid health facilities in Sierra Leone. Through HealthGrid, Orange Sierra Leone will procure and install solar energy systems and Internet connectivity equipment at 31 off-grid health facilities across the country. Orange has committed to this under terms that include substantial pro-bono contributions of technical and management personnel and equipment.

PowerGen

PowerGen Renewable Energy is a leading private power company that builds and manages power infrastructure to deliver clean, reliable, and affordable electricity to customers across Africa. Through a program financed by the U.K. Department for International Development (DFID) and implemented by the UNOPS, PowerGen is responsible for developing off-grid power solutions in two of Sierra Leone's four geographic regions under a 20-year public-private partnership with the government of Sierra Leone.

Rural, Commercial, and Domestic (RCD) Solar

RCD is based in Sierra Leone and began operating in 2005. As the premier rural, commercial, and domestic renewable energy company in Sierra Leone, it provides sustainable energy supply solutions and backup systems for institutions.

We Care Solar

We Care Solar envisions a world where all women survive childbirth, obtain lifesaving care without unnecessary delays, and give birth with dignity in well-lit health facilities. Its international initiative, Light Every Birth, seeks to ensure women can access safe childbirth in a well-lit health facility. In December 2022, the company welcomed Sierra Leone as its fourth Light Every Birth country. The event brought together government officials, key stakeholders, and partners to celebrate the company's efforts in more than 700 communities. We Care Solar works with organizations that are supporting health systems and interested in using the company's Solar Suitcase to maximize the impact of maternal and newborn programs. The company's health partners assist with selecting suitable health facilities, building government relationships, and providing monitoring and evaluation and advocacy support. We Care Solar is based in the United States and has operations in Sierra Leone.

KEY TAKEAWAYS AND INSIGHTS

As we analyzed survey results and interviewed organizations, four key themes emerged.

1. Health organizations in Sierra Leone are focused on local ownership.

The organizations we interviewed have a clear understanding of the concept of localization and the principles of local ownership and make an effort to put them into practice. Interestingly, many explicitly define localization at the community rather than national level and see themselves as a bridge between truly local organizations and international donors. Notwithstanding that assertion, the organizations we interviewed are deeply embedded in their communities. They make considerable effort to give a voice to community stakeholders by involving them in project design, building capacity of individuals and CBOs, and creating relationships to empower networks of citizens and local institutions.

We encountered frequent examples of this approach. One organization regularly goes into communities to facilitate conversations between citizens and CBOs to determine local priorities, then identifies funding opportunities and supports local organizations in proposal development and project implementation. This organization has become known for its expertise in making these links. “The U.S. Embassy has funded almost 10 or 15 of our projects. [I don’t know if the embassy realizes that] when they ask communities to organize projects, [those communities] come to us.”

Another organization maintains a network of volunteers who monitor the quality and accessibility of services at medical clinics. While its stated purpose is to increase accountability and advocacy for the rights of people with HIV, the organization holds regular meetings with clinics to review findings and determine steps to improve service delivery. “All of us come together ... to sit and look at the issues ... and find [a] solution to them collectively. And this has actually helped to improve services [and] build confidence among the service providers and the service users. ... The service providers now know that [our data collectors] are not going to ... witch hunt, but they are going there to find out how we can support them so that they can also support our members.”

A third organization engaged in research in the health sector said, “[We are] trying to create a space where community stakeholders really have ... hands in the health systems policy and then the accountability processes within the governance system. Because we found out when we started that [the] health system was really less pluralistic in the sense that [non-medical professional stakeholders are] actually left out of the process. ... We have come to actually ensure that all stakeholders have a space and ... are included in decision-making. So in the event of ... a health outbreak, they are able to really have a space within health planning and processes.”

2. Health organizations lack specialization, largely because they need to continually adapt to donor priorities to achieve adequate levels of funding.

Although a broad range of organizations identified in the PLA reported they operate in the health sector, it became apparent during our analysis that many do not have deep expertise in health. Only a small subset, such as NETHIPS and MHC-SL, work exclusively or primarily in the health sector. Others have implemented health projects in response to demand from the communities in which they operate. SIGA, for instance, does not see itself as a health organization, but built a health clinic after a community identified it as a local priority. Several organizations engage in health-related programming as a sub-component of a broader focus. For example, SLURC engages in health system research as part of its broader research in urbanization and urban quality of life.

A larger number of organizations implement health programs alongside others, with no clear link between them. These organizations often do important and valuable work, but are not health organizations, per se. During KIs, several organizations spoke about the need to adapt to donor priorities in order to receive funding. Organizations identified this phenomenon as a symptom of an anemic domestic funding environment (including from the government) and organizational models that lack income streams apart from donor funding. One organization interviewed specializes in reproductive health, but has begun pursuing donor funds in the DG sector in response to a perceived availability of funding in that area.

3. Health organizations in Sierra Leone struggle with staff retention and attrition.

One of the more common themes we encountered concerned local organizations' ability to recruit and retain skilled staff. Limited capital, ineffective methods for funding overhead, and lack of capacity building make it difficult for local organizations to provide salaries that are competitive with INGOs'.

As a result, local entities experience high rates of turnover, which degrades organizational capacity and disincentivizes substantial investment in individuals—it is a downward spiral that impedes progress across the health sector. One organization said, “We lose most of our staff. We have staff now working for the UN [and] we have staff working with the very top staff members ... within WFP. ... It's difficult because [we are] a local NGO, we don't pay that much. So I don't blame anybody who comes to us [to] acquire the basic skills and then looks for a better job, fine. It's okay. But that's our loss.”

In addition to competing with international donors for staff, organizations report the inability to effectively recoup overhead expenses as a key constraint. One organization specializing in research in the DG sector noted it had a health expert on staff—paid out of the overhead budget—who had done valuable research on health systems; however, due to tight budgets, the organization was forced to lay off the staff member—and abandon the health sector entirely.

The overall picture is one of a vicious circle. Small organizations cannot offer salaries to attract or retain top talent for projects, while constrained overhead budgets prevent them from building out their staffs' long-term expertise. This lack of top talent limits local entities' ability to compete with INGOs—which are offering more generous salaries and longer-term positions for experienced staff—for new business. This, in turn, prevents local organizations from winning the business that could support capacity building to make them more competitive.

4. Local organizations fill a variety of niches, creating an empowered network and building the capacity of society as a whole.

The NGOs we interviewed conduct a wide variety of activities in the health sector, ranging from clinic construction and service provision to research and advocacy. Many operate on a shoestring budget and face real challenges growing to become peers to global NGOs.

Nevertheless, they clearly demonstrate how a deep network of CSOs—even small, under-resourced ones—can make a significant contribution within the country. MHC-SL not only works to destigmatize and directly support those with mental illness, it also provides continuing education and professional development resources for thousands of healthcare professionals in Sierra Leone. NETHIPS has empowered hundreds of HIV patients and, in doing so, fostered an expectation of accountability in the clinics serving them. The organizations we spoke with influence policy and then monitor public institutions to make sure the legislation they

championed is implemented effectively. Organizations such as Pikin-to-Pikin Movement and Rainbo Initiative have partnered with national government agencies to improve service delivery and amplify government's health messaging. Organizations such as SIGA encourage local communities to access donor funds that might otherwise be beyond reach.

The overall picture is one of hundreds of organizations filling a variety of niches, creating empowered networks in their communities and building the overall capacity of society as a whole. Partnering with small-scale, local organizations does more than accomplish the immediate goals of a grant: Done correctly, it sustains and strengthens the organizations that catalyze development, enable citizens, and drive gains in public service delivery. By nurturing such organizations, USAID funds achieve an impact far beyond that of any individual project.

LOOKING AHEAD: RECOMMENDATIONS

Based on our activities and research, the PLA team shares several recommendations for the Mission's consideration.

Show some action from the PLA. The team was careful to frame the PLA as a fact-finding exercise with no connection to future partnering opportunities, and we were heartened by how many organizations remained willing to give their time and consideration despite this. However, some still expressed uncertainty that USAID valued their input and would consider them for partnership. To build trust and demonstrate that participating organizations had an impact, USAID could take actions and explicitly link them to the PLA. Some suggestions follow.

- Lead a webinar or workshop where USAID, in addition to thanking PLA participants for their time and effort, explains how local organizations can build capacity. This would follow up on a challenge frequently repeated during the PLA: “One of the things that has limited us is Grants.gov—you need to register. They have an online process that is very confusing, then you have to register with SAM.gov. We have tried that several times [without success]. The European Union has a Europa ID registration. It is simpler for us to understand. We are seeing the advertisement—USAID.gov, etc. When we see that you must be registered on Grants.gov, I think that has been the limiting factor.” USAID might send personalized invitations for such an event to organizations that completed the self-assessment survey (see Annex D).
- Host a round table summit or health-sector industry day, bringing together local NGOs and implementers. Mission staff could acknowledge the PLA process with a focus on USAID's localization strategy, helping set local organizations' expectations while facilitating opportunities for select NGOs (both local and international) to showcase their work and make introductions.

Share findings with other health stakeholders to discuss opportunities to collaborate with local partners. The PLA team contacted stakeholders such as the CDC, WHO, and Ministry of Health to gather insights on their experiences partnering with local organizations; ultimately, we did not receive feedback or recommendations. USAID/Sierra Leone could engage these stakeholders to discuss opportunities to collaborate and address the needs of multiple local organizations, building upon the localization dialogue initiated by the C4C in November 2021.

Learn more about capacity-strengthening partnerships to inform future projects. Through the self-assessment and INGO surveys, we identified pre-existing relationships in which an INGO supported a local organization with capacity strengthening. The Mission could find it valuable to interview these INGO-local partners to capture their perspectives on the opportunities and challenges of these collaborations.

Continue to listen to local organizations. Consider repeating surveys every three to five years, strategically timed to align with the ICS development process. This will enable the Mission to better understand the forward-looking goals and priorities—as well as challenges—of local entities.

Set aside funding for capacity strengthening and other efforts that meet local partners where they are. We suggest the following activities to address their needs.

- Commit to outreach about future procurements focused on local organizations, potentially collaborating with SLANGO to communicate opportunities. The PLA found local organizations are eager to engage with USAID, but need assurance the Agency wants their input. As one local organization reported: “This is the first time we have been approached. At first I thought this was a joke. It took until they said they were organized with SLANGO [that] I took it seriously.”
- Design capacity-strengthening opportunities to incorporate successes, shortcomings, and lessons learned from interviews with local capacity-strengthening recipients.
- Consider transition awards, a common approach to procurements that seek to engage local partners, sometimes used in an APS. With these awards, prime implementers are required to engage local organizations as sub-partners and submit a detailed plan to eventually transition leadership of the award to the local partners.
- Investigate and track the expanded cost-recovery methods for local organizations within USAID’s new A&A strategy (announced March 7, 2023), which focuses on localization. We were pleased this strategy appears to address an issue that frustrates so many organizations in Sierra Leone: The press release announcing the strategy indicated USAID will expand and improve the ability of local organizations to recover costs under Agency awards by expanding existing, and introducing new, cost-recovery options.

Communicate directly with local organizations. The Mission may find it useful to implement a strategy to keep potential partners informed of USAID priorities and trends in funding. Many organizations expressed concern about shifting donor priorities or the tendency of NGOs to expand to new sectors in response to a perceived availability of funding. A communications strategy that keeps local organizations up to date on Agency priorities—and where funding is anticipated—might assuage their concerns and allow them time to develop their readiness to respond to USAID’s needs. This would be of particular value if USAID/Sierra Leone considered publishing a Country Development Cooperation Strategy. The Mission might also hold annual or semiannual conference calls to advise local organizations on USAID priorities and upcoming funding opportunities.

Learn about other, locally focused procurement approaches within the Agency. Several Missions recently developed procurement approaches and instruments targeted to local partners, and we encourage USAID to explore what is happening elsewhere. More than one Mission has used an Annual Program Statement (APS) to encourage ideas from local partners, sometimes including a notice that an eventual award will be a transition award (as discussed above). We suggest looking into recent procurement innovations in Peru (reducing the size of the concept note from five to two pages), Colombia (holding a 30-minute phone conversation with interested applicants before requesting a concept note) and El Salvador (leading extensive public webinars in Spanish to explain the APS process).

Another valuable resource is USAID’s Office of Acquisition and Assistance Professional Development and Training Division, which provides training and other resources on localization and procurement. That office answers procurement questions from USAID staff at pdtandme@usaid.gov.

Regardless of how USAID/Sierra Leone uses these reflections or defines next steps, the PLA team found local organizations are eager to learn more about the Agency’s local priorities and share a lot of valuable information. Our overall message stresses the potential for collaboration, and we hope the Mission finds in this report the insights and recommendations that enable it to build a strong local partner ecosystem.

ANNEXES

ANNEX A. Desk Research

Desk research served as a starting point for the PLA study, providing the basis for the outreach campaign and survey. Two types of secondary data sources were examined: internal USAID sources and a variety of additional sources identified by our research lead.

The PLA central database

We wanted to avoid data silos and spreading data across inboxes, spreadsheets, and shared documents. To minimize these inefficiencies, secondary data was organized into one central and shared database. The database provided rapid and user-friendly access to information on organizations that would be contacted via outreach activities.

USAID internal sources

USAID/Sierra Leone was generous in providing some lists of organizations operating in the health sector and a few background documents on past assessments and workshops. We extracted valuable data from these sources, including names of organizations and email contacts used to support the outreach campaign.

Additional secondary data

Our team performed external desk research, collecting relevant information via Internet searches, publications, and social media.

Sierra Leonean government data

We accessed secondary data published online by the Sierra Leonean government and downloaded information from the Ministry of Planning and Economic Development and the Corporate Affairs Council. We also acquired copies of the data in Excel format from local consultants.

Social media network sites

We focused primarily on Facebook, Twitter, and LinkedIn. From these sites, all with high user engagement, we obtained secondary data. CSOs and NGOs can post status updates and comment on user posts, creating a stream of user-generated content or data. Many CSOs and NGOs in Sierra Leone have also created business pages on Facebook. Facebook proved useful for resolving incomplete and missing data from secondary sources.

ANNEX B. Public Outreach

We took the PLA message on the road. Our joint outreach campaign successfully identified a broad range of organizations operating across Sierra Leone in the health and DG sectors. By leveraging traditional media, social media, professional networks, and other online channels, we raised awareness of the PLA. In-person visits provided an opportunity for us to address concerns and encourage organizations to respond to the intake survey.

Our consultants spent two weeks traveling across the seven districts outside of Freetown in five provinces (including the Western Area). The table below contains their itineraries.

CONSULTANT	CITY	DISTRICT	PROVINCE	DATES
Mohamed Mousa Sesay	Waterloo	Western Rural	Western Area	December 7-8
Mohamed Mousa Sesay	Bo	Bo	Southern	December 9-14
Mohamed Mousa Sesay	Kenema	Kenema	Eastern	December 14-17
Idriss Duramany Koromah	Port Loko	Port Loko	North West	December 7-9
Idriss Duramany Koromah	Makeni	Bombali	Northern	December 10-14
Idriss Duramany Koromah	Kabala	Koinadugu	Northern	December 14-16
Idriss Duramany Koromah	Bendugu	Falaba	Northern	December 16-20

In each district, the consultant would meet with district and council heads to procure a list of local NGOs and then spend the rest of the stay visiting organizations to encourage their participation in the PLA and address their questions. This proved to be a valuable exercise: A number of NGOs indicated they would typically skip such a survey, assuming they were too small to be of interest to USAID.

ANNEX C. Organizations Invited to Take Self-assessment Survey

ORGANIZATION	WEBSITE (IF AVAILABLE)	CONTACT PERSON	CONTACT EMAIL
A Place of Hope Inc.	www.aplaceofhopeinc.org	Henrietta Jones	aplaceofhopeinc@gmail.com
Aberdeen Women's Centre	www.freedomfromfistula.org	Rebecca Larsson	rebecca.larsson@aberdeenwomenscentre.org
Action for Advocacy and Development Sierra Leone (AAD-SL)	www.aad-sl.org	Ibrahim Fatu Kamara	ibfatukamara@gmail.com
Action for Community Transformation and Sponsorship (ACTS)		Felix J.M. Kpange	felixkpange33@gmail.com
Action for Development Programme - Sierra Leone (ADP-SL)		Sallieu Bangura	sallieubangura2020@gmail.com
Advocacy for Marginalized Children and Youth Programme (AMCYP-SL)		Denis Shebureh	amcyp2014@gmail.com
Advocacy for Women Empowerment Network Sierra Leone		Mohamed Konneh	konnehms02@gmail.com
Advocate for Social Justice and Development	www.asjd-sl.org	Arthur Kargbo	asjds@gmail.com
African Youth Empowerments Network (AYEN)		Cornelius Amouchine Zeh Sr.	cazsr25@gmail.com
African Youth With Disabilities' Network-Sierra Leone	www.aywdnsl.org	Abubakarr Bangura	a_bangura@yahoo.com
Ar-Raheem Charity Foundation		Wamad Kamara	kamarawamad2015@gmail.com
Association of Working Children and Youths Sierra Leone (AWCY-SL)		Umar Bangura	banguraumar400@gmail.com
Better Lives Foundation (BLF)		Devi Patel	devi@betterlivesfoundation.org
Black Girls Surf	www.blackgirlssurf.org	Rhonda Harper	rhonda@blackgirlssurf.com
Brighter Future		Philip Massago	ptkmassago@gmail.com
Caritas Sierra Leone Bo	www.caritasbo.org	Alex Sefoi Macavorey	caritasslbo22@gmail.com
Caritas Sierra Leone Makeni	www.caritasmakensli.org	Benjamin Sesay	benhsesaycaritasmakeni@yahoo.com
Caritas Sierra Leone, Kenema	www.kenemadiocese.org	Alfred Nyuma Bockarie	caritasinkenema2019@gmail.com
Center for Social Economic Empowerment and Development in Sierra Leone	www.samwillster.wixsite.com/seedsl	Abdul-Rahman Edward Koroma	cseed.sl2020@gmail.com
Centre for Encouraging Caring and Supporting HIV people (CECSHIP-S/L)		Mohamed M. Tailu	cecshipkenema1990@gmail.com
Centre for Partnership Initiative (CPI) SL		Mohamed Bundu Koroma	cpisl2017@gmail.com

ORGANIZATION	WEBSITE (IF AVAILABLE)	CONTACT PERSON	CONTACT EMAIL
Centre of Dialogue on Human Settlement and Poverty Alleviation (CODOHSAPA)	www.codohsapa.org	Francis Anthony Reffell	francisreffell@codohsapa.org
Changing Lives Charity Organization		Philip Thorpe	thorpephilip12@gmail.com
Child Welfare and Development Project (CWADeP)		Ganda Bassie	cwadepl@gmail.com
Children Advocacy Forum Sierra Leone (CAF-SL)		Abdul K.D. Swaray	cafsl2020@gmail.com
Christian Brothers Development Office	www.edmundrice.org	Abu Steven Kargbo	stevenkargbs@gmail.com
City of Rest Rehabilitation Center	www.cityofrestrehab.org	Augusta Johnny	augustajohnny@gmail.com
Civil Society Advocacy Network on Climate Change and the Environment Sierra Leone (CAN-SL)		David Joseph Allieu	davidjallieu@gmail.com
Civil Society Movement Against TB (CISMAT)	www.cismat-sl.org	Paul Brima Bangura	cismat.sl2019@gmail.com
Community Action for the Welfare of Children (CAWeC)		Foday Brima Sesay	cawec172007@yahoo.com
Community Association for Psychosocial Services (CAPS)	www.capssierraleone.weebly.com	Edward Bockarie	edwardbockarie@caps-sl.org
Community Development Initiative SL		Samuel Von Tucker	comdisierraleone@gmail.com
Community Health		Sam sheka Moi	moisamsheka@gmail.com
Community Initiative for Peace and Children Foundation	www.cipacf-sl.org	Saffie Kalokoh	communitycipcf@gmail.com
Compassion for Peace and Child Survival - Sierra Leone (CPCSSL)	www.cpcssl.com	Willietta Gombah	willietta.gombah@cpcssl.org
Country Coordinating Mechanism Sierra Leone (CCM SL)	www.ccmsierraleone.org	Lyntton Michael Tucker	ccmsierraleonesecretariat@yahoo.com
Compagnie Sahélienne d'Entreprises (CSE)	www.groupecse.com	Umaru Sankoh	umarusankoh7@gmail.com
Daniella Taylor Williams		Daniella Taylor Williams	daniellataylorwilliams54@gmail.com
Defence for Children International Sierra Leone (DCI-SL)	www.defenceforchildren.org, www.defenceforchildrensierraleone.org	Sullay Kalokoh	sullaykalokoh58@gmail.com
Deseret Women SL		Marion Adenku	deseretwosil96@gmail.com
Diamond Child School of Arts and Culture	www.diamondchildschool.org	Anthony Zachariah Jalloh	seyjuju@hotmail.com
Direct Response Development Organisation	www.directresponsesl.org	Ibrahim B. Kamara	directresponse2012@yahoo.com
Economic Empowerment and Human Rights Sierra Leone (EEHR-SL)	www.eehrsl.org	Michael Luseni	eehrsl@gmail.com

ORGANIZATION	WEBSITE (IF AVAILABLE)	CONTACT PERSON	CONTACT EMAIL
Education Across Borders Sierra Leone		Fayiah Mark Fallah	educationacrossborderssl@yahoo.com
EduNations Inc.	www.edunations.org	Samuel Sesay	samuel@edunations.org
Elevating Education Everywhere SL		Abdul Kemoh	e3sierraleone2019@gmail.com
Ensah Children's Foundation Sierra Leone		Ensah B. Juanah	amadubkamara6@gmail.com
Family Homes Movement (FHM)	www.thefhm.org	Ernest P. Sesay	ernest.sesay@gmail.com
Facilitating and Organising Communities to Unite for Sustainable Development (FOCUS 1000)	www.focus1000.org	Mohammad Bailor Jalloh	mbjalloh@focus1000.org/ jallohbai@gmail.com
Foundation for Human Rights and Democracy (FoHRD)		Jarrai Barrie	fohrd65@gmail.com
Foundation for Youth Empowerment and Advocacy		Foday Sorie Kamara	fodaysoriek@gmail.com
Fullamansa Investment		Abdullahi Jalloh	abdj4ever@gmail.com
Girl Child Network Sierra Leone	www.gcnsierraleone.org	Anita Koroma	girlchildnetworksl@gmail.com
Girls Plus	www.girlsplussl.org	Asmaa James	Asmaakjames@gmail.com
Global Action Business Consulting, LLC	www.facebook.com/thegabc	Sheku M Kallon	sheku.m.kallon@thegabc.com
Global Village Network	www.globalvillagenetwork.org	Joseph Allieu Pidia	josephpidia@gmail.com
Grace Outcome		Gilo Ambrose Brima	ambrosebrima25@gmail.com
Hagar's Sanctuary		Almonda Foday-Khabenje	
Haikal Foundation	www.haikalcares.org	Francis Paul Faithful Samou	fuff2019samou@gmail.com
Health for All Coalition S/L	www.hac-sl	Paul Christopher Bangura	paulchristopherbangura@gmail.com
Her Future Foundation	www.m.facebook.com/100057513637275	Ariefa Bockarie Kumara	ariefabkumara@gmail.com
Her Wellness	www.herwellness.global	Carol Labor	drcarollabor@gmail.com
Home Leone	www.homeleone.org	Nigel Hyde	nigel.hyde@homeleone.org
Human Concerns Sierra Leone		Umaru Marah	umarumarah2012@gmail.com
Infinity Mind Foundation	www.infinitymindfoundation.org	Abu Bakarr-Bennson	info@infintymind.org
Initiatives for Media Development (IMdev)	www.imdev.media	Yeama Sarah Thompson	executivedirector@imdev.media
Institute for Drug Control and Human Security (IDCHS)	www.idchs.org	Aiah Nabieu Mokuwah	institutefordrugcontrol@gmail.com, aiahmokuwah2018@gmail.com

ORGANIZATION	WEBSITE (IF AVAILABLE)	CONTACT PERSON	CONTACT EMAIL
Institute for Governance Reform	www.igrsl.org	Andrew Laval	a_lavali@yahoo.co.uk
Institute of Development and Humanitarian Assistance (IDHA)	www.idhasl.org	Simon Olagai	olagai.simon@gmail.com
Integrated Development Program for Teenagers		Veronica Fannah	mdp4teens@yahoo.com
Jericho Road Ministries	www.jrchc.org/global work/ sierra-leone	Francis George Davies	geofran30@gmail.com
Kakua Hospice	www.kakuahospice-sl.org	Kawegoko Momodu Lagawo	kakuahospice@gmail.com / modukasula85@gmail.com
Kellie Foundation	www.kelliefoundation.com	Elijah Kellie	myofficialek@gmail.com
Kings & Priests Court International Ministries - City of Light	www.kpcim.org	Abdul K. Sesay	kpciministries@gmail.com
Lady Ellen Women's Aid Foundation	www.lewaf.org	Mohamed Bobor Jalloh	mjalloh@lewaf.org
Leh We Make Salone (LWMS)		Israel T.L. Moiba	apostledrisrael99@gmail.com
Logos Apostolic Orphans Aid Sierra Leone	www. logosapostolicorphansaid.com	Matthew Alpha Kamara	matthewkam.kamara71@ gmail.com
Long Life Center for Wellness and Prevention	www.longlifecenterwp.org	Bamie Joseph Sesay	bamiesesaygmail.com
Mamie Foundation	www.mamiefoundation.org	Sylvester Darlington Macauley	sylcauley@mamiefoundation. org
Mand Salone		John Balla Marah	mandkoi2010@gmail.com
Mankind Activities for Development Accreditation Movement	www.madam-sl.org	Mohamed Sorie Conteh	mohamedsorie.conteh@ madam-sl.org
Media Alliance for Peace and Development (MAPD-SL)		Amidu Ngevao	amidngevao@gmail.com
Media Matters for Women Sierra Leone	www.mediamattersforwomen. org	Florence Sesay	fsesay@ mediamattersforwomen.org
Mental Health Coalition - Sierra Leone	www.mentalhealthcoalitionsi. com	Joshua Abioseh Duncan	jduncan.mhinsl@gmail.com
Methodist Church Sierra Leone - Relief and Development Agency		Francis K. Musa	kakpindil23@gmail.com
Midwives on Missions of Service	www.moms-midwives.org	Patricia Ross	trish@moms-midwives.org
Mission for Youth Development - Sierra Leone		Allieu Christopher Moiwa	allieumoiwa@gmail.com
Missionaries Friends Association	www. missionariesfriendsassociation. org	Bukari Patrick Kwame	bukaripatrick@yahoo.co.uk
Movement Toward Peace and Development Agency Sierra Leone (MOPADA-SL)	www.mopadasierra Leone.org	Patrick Momoh	momohpatrick27@gmail.com

ORGANIZATION	WEBSITE (IF AVAILABLE)	CONTACT PERSON	CONTACT EMAIL
Musa Bangura		Musa Bangura	dcollectinitiative@yahoo.com
National Consortium for the Elimination of Malaria (NaCEM SL)		Mohamed Jalloh	mohamedjalloh919@gmail.com
National First and Second Time Voters		Sallu George Augustus Kamara	sallugakamara@gmail.com
Network Movement for Justice and Development	www.nmjdsl.org	Abu A. Brima	abu.brima@nmjdsl.org
Network of Advocacy for Youth Empowerment		Moses Sorie Kodah	mosessoriek@gmail.com
Network of HIV Positives in Sierra Leone (NETHIPS)	www.nethips.org	Idrissa Dalton Michael Songo	idmsongo@gmail.com
Njala University Public Health Association (NUPHA)		Amara Momoh	amaramomoh514@gmail.com
Obez Junior Secondary School Wellington Freetown	www.obezmemorialsecsch.com	Paul Rhymes Barry Jr.	paulrhymesbarryjr@yahoo.com
OneVillage Partners (OVP)	www.onevillagepartners.org	Sheku Mohamed Gassimu Jr.	gassimu@onevillagepartners.org
Pekin to Pekin Tok for Human Rights		Morlai Augustine Saio Kamara	masaiokamara3@gmail.com
People's Development Organization	www.pdosl.org	Gassimu Mallah	mgassius5700@yahoo.co.uk
Pharmacy Board of Sierra Leone	www.pharmacyboard.gov.sl	James P. Komeh	kompjames@yahoo.com
Pikin-to-Pikin Movement	www.pikintopikin.org	Abdulai Deadehwai Swaray	deadehwai@gmail.com
Planned Parenthood Association of Sierra Leone	www.ppa-sl.org	Thaim Kargbo	thaimkargbo@yahoo.co.uk
Prison Watch Sierra Leone (PWSL)	www.prisonwatchsl.com	Mambu Samadu Feika	prisonwatchsl@gmail.com
Project HOPE	www.projecthope.org	Uche Ralph-Opara	uralphopara@projecthope.org
Rainbo Initiative	www.rainboinitiative.org	Daniel Kettor	daniel.k@rainboinitiative.org
Restless Development Sierra Leone	www.restlessdevelopment.org/sierra-leone	Lesley Garura	lesley@restlessdevelopment.org
Rise Up Falaba District Organisation		Fatmata T. Jawara	
Rural Empowerment And Community Health Initiative - Sierra Leone (REACH-SL)		Ambrose Bockarie Kanneh	ambrosekay@gmail.com
Rural Health Care Initiative	www.rhcimnsl.org	Carol Nelson	carolnelson855@gmail.com
Sahid Autism Organization		Emmanuel Dawo	emmanuel.dawo39@_gmail.com
Salone Initiative for Sustainable Environmental Health and Nutritional Development		Frederick Alex Ambrose Ndoijeh	ndoinjeha@yahoo.com
Save Life Initiative		Issa Conteh	savelifeslorg193@gmail.com

ORGANIZATION	WEBSITE (IF AVAILABLE)	CONTACT PERSON	CONTACT EMAIL
Social Enterprise and Development (SEND) Sierra Leone	www.sendsierraleone.com	Joseph Ayamga	
Serve Sierra Leone	www.servesierraleone.org	Promise B.H. Kargbo	serveSierraleone2008@gmail.com
Sierra Leone Social Aid Volunteers	www.slsavsl.org	Alfred Alext Jatta Dumbuya	slsav2010@gmail.com
Sierra Leone Union on Disability Issues (SLUDI)		Santigie Kargbo	santoskay2013@gmail.com
Sierra Leone Urban Research Centre	www.slurc.org	Joseph Mustapha Macarthy	jmacarthy@slurc.org; jm72macarthy@yahoo.com
Sightsavers	www.sightsavers.org	Nancy Smart	nsmart@sightsavers.org
Sinava Inc.	www.sinava.org	Ngór Edochie Mansaray	bigtalkshowktvsl@gmail.com
Social Welfare Council (SWC)	www.swc.org.np	Bhagwati Shangraula	bhagwati.shangraula@swc.org.np
Society for Women and AIDS in Africa Sierra Leone		Marie Benjamin	swaasl@yahoo.com
The Archdiocesan Development Office - Caritas Freetown	www.caritasfreetownsl.org	Peter A. Konteh	peterkonteh.caritas2014@gmail.com
The Global Fund for Children	www.globalfundforchildren.org	Christine E Burkhart	cburkhart@globalfundforchildren.org
The Organization 4 People Initiative (TOPi) Sierra Leone	www.topisl.org	Alhaji Ibrahim Fofanah	bicts2010@gmail.com
The Orphan Empowerment Society Sierra Leone	www.toes.today	Alie Conteh	allieconteh03@gmail.com
The Sick Pikin Project International	www.sickpikin.org	Ishmael Alfred Charles	Ishmealalfredcharles@gmail.com
Timap for Justice	www.timapforjustice.org	Simeon Koroma	simeon@timapforjustice.org
Tinap for Development Sierra Leone		Augusta A. Sankoh	augustasankoh@gmail.com
Ukun2 Africa Development	www.ukun2africa.com	Alusine Deen	alusine.deen@ukun2africa.com
Uman Tok Sierra Leone	www.umantok.com	Juliet Rhoman	umantoksl@gmail.com
United Methodist Development Office		Konima Bobor-Kamara	konimashek@yahoo.com
United Social Service Organization		Pir Taj Rashdi	rashditaj@yahoo.com
Universal Care for Africa Foundation - Sierra Leone	www.universalcareafrica.org	Roy Robinson	robinsonroy2266@gmail.com
University of Makeni	www.unimak.edu.sl	Foday Augustine Bangura	foday4jesus@gmail.com
Village Care Initiatives Sierra Leone		Shed Jah	
Voice for the Voiceless Woman		Regina Kombe-Kajue	pricilliakombekajue@gmail.com
Water, Sanitation and Hygiene Network (WASH-Net)	www.wash-net.org	Musa A. Soko	musa@wash-net.org

ORGANIZATION	WEBSITE (IF AVAILABLE)	CONTACT PERSON	CONTACT EMAIL
We Yone Child Foundation (WYCF)	www.weyonechildfoundation.org	Santigie Bayo Dumbuya	santigie@weyonechildfoundation.org
West Africa Women and Girls Empowerment Sierra Leone	www.westafricawomensl.org	Alma Barley	barleyalma998@gmail.com
West Africa Youth Network for Peace Education and Economic Development Sierra Leone (WAYNPEED-SL)	www.waynpeedsl.org	Abdul Rahman Kays	waynpeedsl@gmail.com
Western Area Rural District Council		Raman Tom Farmar	ramanfarma2012@gmail.com
Women & Youths' Development Center		Mambu Alpha Sannoh	wyattdeve@gmail.com
Women Against Violence and Exploitation in Society (WAVES)	www.waves.sl	Hannah Fatmata Yambasu	wavesrights@gmail.com
Women in Development Sierra Leone (WIND-SL)		Hannah Kumba Charles Alie	hannahkcharles@gamil.com
World Vision International Sierra Leone	www.wvi.org	Sagane Thiaw	saga_thaiw@wvi.org
Young Africans Community Empowerment Initiative, Sierra Leone (YACEI-SL)		Lossie Konneh	yaceinitiative2002@gmail.com , konnehlossie@gmail.com
Young Men's Christian Association Sierra Leone	www.sierraleoneymca.org	Christian Kamara	christian.kamara@ymcaslerraleone.org
Young Women's Christian Association (YWCA)	www.ywca.sl	Vanessa Johnson	vjohnson@ywca.sl
Youth Action for Relentless Development Organization Sierra Leone (YARDO-SL)	www.yardosl.org	Ahmid C. Jalloh	ahmid@yardosl.org
Youth Advocacy Network		Ezekiel Kamara	ezekieladamkamara76@gmail.com
Youth Association in Sierra Leone	www.yasilorg.wordpress.com/about	Junisa Precious Gbeteh Sallu Kallon	junisak@yahoo.com
Youth Movement for Sustainable Development Sierra Leone	www.yomsudsl.org	Mamoud Balla Kamara	mamoudballakamara@gmail.com
Youth Partnership for Peace and Development (YPPD)	www.youthpartnershipatwork.org , www.yppdatwork.org	Theresa Masuba	info@yppdatwork.org , theresa@yppdatwork.org
Youths and Student for Peace Sierra Leone, Voice of Children Culture Radio, and Radio Maria		Junisa Jambai	junisajambai6@gmail.com
Youths in Action for Development Democracy and Human Rights (YADDHR-SL)		Alhaji Yayah Swaray	alhajiswarayyayah@gmail.com

ANNEX D. Organizations That Took Self-Assessment Survey

ORGANIZATION	USAID PARTNERSHIP	USAID FUNDING	OTHER INTERNATIONAL DONOR EXPERIENCE	OTHER INTERNATIONAL DONOR FUNDING (USD UNLESS OTHERWISE NOTED)
A Girl at a Time Sierra Leone	no		indirect	
Aberdeen Women's Centre	no		direct	
Action for Advocacy and Development Sierra Leone (AAD-SL)	no		direct	more than €1 million (euro)
Action for Community Transformation and Sponsorship (ACTS)	no		direct	\$250,000–\$500,000
Advocacy for Marginalized Children and Youth Programme (AMCYP-SL)	no		direct	\$5,000
Advocacy for Women Empowerment Network Sierra Leone (AWEN-SL)	no		direct	\$5,816
African Youth Empowerment Network (AYEN)	no		no	
Brighter Future	no		direct, indirect	\$50,000–\$100,000
Center for Encouraging, Caring and Supporting HIV People (CECSHIP)	direct		direct, indirect	\$150,000
Center for Social Economic Empowerment and Development in Sierra Leone (C-SEED/SL)	no		direct	AIDS Healthcare Foundation (AHF), \$11,545; World Vision International Sierra Leone, \$31,000
Centre for Partnership Initiative (CPI) SL	no		no	\$3,000
Centre of Dialogue on Human Settlement and Poverty Alleviation (CODOHSAPA)	no		indirect	\$50,000–\$250,000
Children Advocacy Forum Sierra Leone (CAF-SL)	indirect		indirect	\$10,000
Christian Brothers Development Office	no		direct	€8,000
City of Rest Rehabilitation Center	no		no	
Civil Society Advocacy Network on Climate Change and the Environment Sierra Leone (CAN-SL)	no		indirect	more than \$25,000
Collective Initiative For Development - Sierra Leone	no		direct, indirect	more than \$1 million

ORGANIZATION	USAID PARTNERSHIP	USAID FUNDING	OTHER INTERNATIONAL DONOR EXPERIENCE	OTHER INTERNATIONAL DONOR FUNDING (USD UNLESS OTHERWISE NOTED)
Community Action for the Welfare of Children (CAWeC)	no		direct, indirect	\$200,000–\$300,000
Community Association for Psychosocial Services (CAPS)	no		indirect	\$105,882.35
Community Development Initiative (ComDI - SL)	no		indirect	\$200,000
Community Health	no		indirect	
Community Initiative for Peace and Children's Foundation	no		direct	
Country Coordinating Mechanism Sierra Leone (CCM SL)	indirect		direct	
Defence for Children International Sierra Leone (DCI-SL)	no		direct, indirect	\$765,000
Diamond Child School of Arts and Culture	no		direct	
Economic Empowerment and Human Rights Sierra Leone (EEHRSL)	no		direct	\$1,600
Education Across Borders - Sierra Leone	no		no	
Family Homes Movement (FHM)	no		direct	€68,860
Fullamansa Investment	indirect		direct	
Girl Child Network Sierra Leone	no		direct	\$291,000
Healey International Relief Foundation	direct	\$200,000	direct	in-kind donations
Her Future Foundation	no		direct	more than \$250,000
Home Leone	no		direct	\$200,000
Information for All Sierra Leone	no		direct	\$50,000
Initiatives for Media Development (IMdev)	indirect		direct	\$415,000
Institute for Drug Control and Human Security (IDCHS)	no		direct	\$75
Integrated Development Program for Teenagers	no		direct	Global Fund for Children, \$65,000
Kings & Priests Court International Ministries - City of Light Helping Hands	no		no	

ORGANIZATION	USAID PARTNERSHIP	USAID FUNDING	OTHER INTERNATIONAL DONOR EXPERIENCE	OTHER INTERNATIONAL DONOR FUNDING (USD UNLESS OTHERWISE NOTED)
Lady Ellen Women's Aid Foundation	no		no	
Long Life Center for Wellness and Prevention	direct		direct	
Mamie Foundation	no		direct	£25,000 (British pound)
Mankind Activities for Development Accreditation Movement	indirect		direct, indirect	~\$70,000
Mental Health Coalition - Sierra Leone (MHC - SL)	no		direct, indirect	€500,000
Midwives on Missions of Service	no		direct	\$10,000
Mind Health Africa	no		no	
Missionaries Friends Association	no		direct	€200,000
Movement for youth and children's Right Organisation	no		direct	more than \$159,000
Movement Toward Peace and Development Agency Sierra Leone (MOPADA-SL)	no		direct	no response
NaCEM Sierra Leone	no		direct	\$3,000–\$10,000
Network Movement for Justice and Development	indirect	\$220,000	direct	\$250,000
Network of Advocacy for Youth Empowerment	no		direct, indirect	\$5,000–\$10,000
Network of HIV Positives in Sierra Leone (NETHIPS)	no		direct, indirect	\$750,000–\$1 million
OneVillage Partners (OVP)	no		direct	\$40,000
People's Development Organization	no		indirect	€699,816
Pharmacy Board of Sierra Leone	no		direct	\$20,000
Pikin-to-Pikin Movement	no		direct	Global Fund, \$600,000; FORUT Norway, \$931,000
Planned Parenthood Association of Sierra Leone (PPASL)	no		direct	\$323,184
Prison Watch Sierra Leone	no		indirect	\$120,000
Project HOPE	no		no	
Rainbo Initiative	indirect	\$18,000	direct	
Restless Development	no		direct, indirect	£3.4 million

ORGANIZATION	USAID PARTNERSHIP	USAID FUNDING	OTHER INTERNATIONAL DONOR EXPERIENCE	OTHER INTERNATIONAL DONOR FUNDING (USD UNLESS OTHERWISE NOTED)
Rise up Falaba	indirect		indirect	
Rural Health Care Initiative	no		no	
Sahid Autism Organization	no		no	
Social Enterprise and Development (SEND) Sierra Leone	no		direct, indirect	€1.5 million
Serve Sierra Leone	no		direct	UNDP, \$250,000
Siera Grass-roots Agency (SIGA)	no		direct	\$15,000
Sierra Leone Social Aid Volunteers	indirect	\$150,000	indirect	\$150
Sierra Leone Urban Research Centre (SLURC)	no		direct	\$100,000–\$1 million
Sightsavers	no		direct	more than £2 million
Society for Women and AIDS in Africa, Sierra Leone	no		direct	Jhpiego, \$80,075
The Orphan Empowerment Society Sierra Leone	no		direct	\$1,000
Tinap for Development for Development Sierra Leone	indirect		direct	\$10,000
Ubun2 Africa Development	no		indirect	\$171,000
Uman Tok SL	no		indirect	~\$200,000
United Methodist Development Office (UMDO)	no		direct	Digni, \$500,000–\$1 million
We Yone Child Foundation (WYCF)	no		direct, indirect	Wegdam Foundation, \$58,357; Consortium for Street Children, \$31,648; Assistência Médica Internacional (AMI), €6,000
West Africa Youth Network for Peace Education and Economic Development - Sierra Leone (WAYNPEED-SL)	indirect		indirect	\$20,000
Western Area Rural District Council (WARDC))	no		direct	UNDP, \$4,000
Women & Youths' Development Center Sierra Leone	no		no	
Women Against Violence and Exploitation in Society	no		indirect	\$250,000

ORGANIZATION	USAID PARTNERSHIP	USAID FUNDING	OTHER INTERNATIONAL DONOR EXPERIENCE	OTHER INTERNATIONAL DONOR FUNDING (USD UNLESS OTHERWISE NOTED)
Young Africans Community Empowerment Initiative, Sierra Leone (YACEI-SL)	no		direct, indirect	Fund for Global Human Rights and Purposeful Sierra Leone, \$7,350
Young Men's Christian Association Sierra Leone	no		direct, indirect	more than €1 million
Youth Movement for Sustainable Development Sierra Leone	no		direct	€5,000
Youths in Action for Development Democracy and Human Rights (YADDHR-SL)	no		no	

ANNEX E: Scoring Criteria for Self-Assessment Survey

QUESTION	DG SCORECARD*
Administrative/Organizational Structure	
Is your organization currently operating?	yes - 1 no - 0
Your organization has its principal place of business or operations in Sierra Leone?	yes - 1 no - 0
Head of organization is a woman	yes - 1 no - 0
Women in other leadership positions	yes - 1 no - 0
Head of organization is a young person	yes - 1 no - 0
Youth in other leadership positions	yes - 1 no - 0
The head of the organization or others in leadership have formal medical training	all answers - 0
Is your organization legally registered with a government agency in Sierra Leone?	all answers - 0
How many full-time staff?	below 5 - 0 all others - 1
Does your organization have a specific political affiliation?	yes - 0 no - 1
Technical Focus and Impact	
How many people did you reach with services in 2022?	<1000 - 0 >1000 - 0
What are the projects you plan to start over the next five years? Do these projects depend on securing funding or other kinds of support from other organizations?	have plans - 1 no plans shared - 0 depend on funding - 1 does not depend - 0
Collaboration with Other Organizations	
Have you partnered with other organizations to implement projects?	yes - 1 no - 0

QUESTION	DG SCORECARD*
If yes, what types of organizations do you partner with?	government - 1 private sector - 2 donors - 3 INGOs - 3
If you have partnered with USAID in the past, how have you worked with them?	direct implementer (prime) - 1 under another USAID implementing organization (sub) - 2 grant recipient - 1 commercial service provider - 1 capacity-strengthening support provider - 1 we have not worked with USAID - 0
If you have partnered with USAID in the past, what amount of funding did you receive?	<US\$10,000 - 1 US\$10,001-100,000 - 1 US\$100,001-\$250,000 - 2 >US\$250,001 - 3
If you have not partnered with USAID but you have partnered with another international donor, how have you worked with them? (required)	direct implementer (prime) - 1 under another USAID implementing organization (sub) - 2 grant recipient - 1 commercial service provider - 1 capacity-strengthening support provider - 1
If you have not partnered with USAID in the past, but you have partnered with another international donor, what amount of funding did you receive?	<US\$10,000 - 1 US\$10,001-100,000 - 1 US\$100,001-\$250,000 - 2 >US\$250,001 - 3
Have you partnered with private-sector companies?	yes - 1 no - 0
Systems	
Does your organization have an accounting system for recording financial transactions in accordance with applicable regulations? (Do you use commercial accounting or bookkeeping software for this?)	yes - 1 no - 0
Can your organization easily produce financial statements such as income statements, balance sheets, and cash flow statements?	yes - 1 no - 0
Is monitoring and evaluation performed in a consistent manner?	Yes - 1 no - 0
Does your organization have a Board of Directors or Board of Advisors?	yes - 1 no - 0

* Highest possible score was 32

ANNEX F: Profiles of Recommended Organizations

ORGANIZATION	YOUNG MEN'S CHRISTIAN ASSOCIATION (YMCA) SIERRA LEONE			
Overview	The YMCA Sierra Leone was established in 1912 and as of 2023, has 1,000 members and approximately 50 staff. The organization is youth focused and exists to empower young people to become productive citizens. To achieve this, the organization runs a range of programs to support youth. This includes programs providing healthcare to pregnant women, new mothers, and children under 5. This program currently supports 11 communities in Moyamba District, dispensing medication and treatment and raising awareness on topics including STIs, child healthcare, and environmental sanitation. The programs for children include education programming for vulnerable youth as well as a range of programs to support youth through livelihood development and entrepreneurship. In keeping with its mission, YMCA also has programs encouraging civic participation with the ultimate goal of helping youth achieve their full potential while contributing to society as a whole. The organization derives funding from a variety of local and international sources, including other chapters of the YMCA as well as donors such as the UNDP.			
Key Data	Past USAID Partner: No Other Partner Experience: Local government, private sector, international donors (UNDP), other INGOs (YMCA Stift Quernheim, Bread for the World, University College of London) 5-Year Average Budget: \$500,000–\$1,000,000 Headquarters: Freetown Active in: Kailahun, Kenema, Kono, Bombali, Bo, Western Rural, Western Urban 			
Contact	Christian Kamara, CEO; christian.kamara@ymcasierraleone.org			
Health Sectors	Maternal and child health			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	30/32	MOPED	X	X
	Organization Type	Year Founded	Staff Size	Website
	NGO	1912	50-100	www.ymcasierraleone.org
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“Empowering young people with employable skills”			
Capacity Gaps/ Wishlist	Capacity-building by partners to ensure the sustainability of programs post-donor funding			
Five-year Goals	“To provide employable skills to 1,000,000 young people and to link them to opportunities ... and to contribute greatly to the fight against climate change”			
Hopes and Fears	Fear: “YMCA Sierra Leone is worried about population growth and the available resources to cater for the growing needs and demands of people, especially the rising generation. The climate change figures and the projected impacts are scary, it is something that worries us as well.” Hope: “YMCA Sierra Leone keeps working on a better world and a lot of people are also doing the same, we believe if we continue working, we might end up making the world a better place.”			

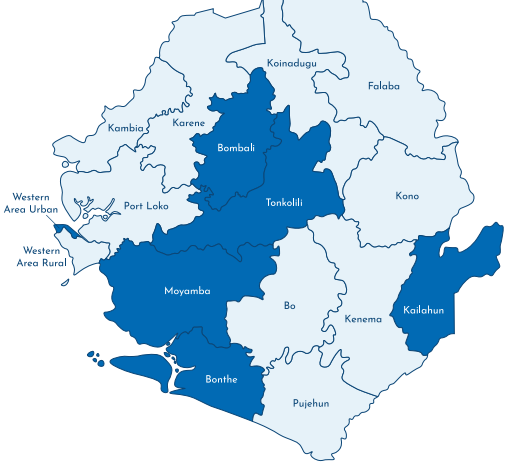
ORGANIZATION	SIERRA LEONE SOCIAL AID VOLUNTEERS (SLSAV)			
Overview	Founded in 2008 by former UN aid workers, SLSAV is active in health service delivery as well as education, social protection, WASH, and governance. With a network of 500 volunteers, SLSAV aims to “inspire, train, and motivate volunteers to provide social protection and sustainable development in hard-to-reach communities.” In 2022, it reached an estimated 35,000 individuals on a budget of under \$1 million, including operations in remote areas such as Falaba and Koinadugu. The organization receives funding from a variety of international institutions and has some experience subcontracting to USAID under the Office of U.S. Foreign Disaster Assistance for its work responding to natural disasters, including the Ebola outbreak and a mudslide. In the health sector, SLSAV works with communities to build or improve WASH infrastructure, including developing drinking water infrastructure, developing latrines, and providing education around WASH best practices. Other health work includes community sensitization to increase uptake of vaccines and utilization of existing health services, particularly for women during pregnancy.			
Key Data	Past USAID Partner: Yes Other Partner Experience: Local government, private sector, international donors (FCDO, UNICEF, World Bank), and other INGOs (World Vision, Christian Aid) 5-Year Average Budget: \$500,000–\$1,000,000 Headquarters: Freetown Active in: Bombali, Falaba, Koinadugu, Kambia, Karene, Port Loko 			
Contact	Alfred Alex Jatta Dumbuya, executive director; slsav2010@gmail.com			
Health Sectors	Public health, maternal and child health, malaria prevention/treatment, COVID prevention/treatment, adolescent health, WASH, health education, research and advocacy			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	30/32	MOPED	X	✓
	Organization Type	Year Founded	Staff Size	Website
	NGO	2008	20-50	www.facebook.com/slsav.sierraleone
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“Health and education service delivery, water and sanitation, social protection, and accountable governance”			
Capacity Gaps/ Wishlist	Data collection, resource mobilization, and staff training. SLSAV also reports challenges covering administrative recovering indirect costs to adequately fund overhead expenses.			
Five-year Goals	“To support the sustainable development goals to improve health service delivery, improve water supply, promote safe sanitation and hygiene practices and accountable governance promotion.”			
Hopes and Fears	Fear: “Global peace and security, food insecurity, health outbreaks” Hope: “Global response to sanitize world peace and development and support to the sustainable development goals and agenda”			

ORGANIZATION	SOCIAL ENTERPRISE AND DEVELOPMENT (SEND) SIERRA LEONE			
Overview	Social Enterprise and Development (SEND) Sierra Leone was founded in 2008 as a consulting service provider and has since grown to operate in almost every district in Sierra Leone. The organization is best known for work in women's economic and political empowerment and social accountability and estimates it reached 2 million individuals since its inception, including 500,000 in 2022. In the health sector, its work includes health education, training, and facility development as well as the distribution of health products. In Kailahun, for instance, the organization trained healthcare providers and is building and equipping facilities as part of a EUR100,000 project funded by Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ). Send Sierra Leone has experienced rapid growth—seeing a 41-percent increase in grant income between 2019 and 2020—and has worked with a broad array of domestic and international governmental, nonprofit, and multilateral partners.			
Key Data	Past USAID Partner: No Other Partner Experience: Local government, private sector, international donors, and other INGOs (Irish Aid, GIZ, Terra Tech, Welthungerhilfe, UNDP, EU, Christian Aid, Engineers Without Borders) 5-Year Average Budget: more than \$1 million Headquarters: Kenema Active in: Kailahun, Kenema, Kono, Falaba, Koinadugu, Tonkolili, Kambia, Karene, Port Loko, Bo, Bonthe, Moyamba, Pujehun, Western Rural 			
Contact	Joseph Ayamga, Country Director, ayamga@sendsierraleone.com			
Health Sectors	Public health, maternal and child health, COVID prevention/treatment, adolescent health, WASH, health education			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	28/32*	MOPED	X	✓
	Organization Type	Year Founded	Staff Size	Website
	NGO	2008	50-100	www.sendsierraleone.com
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“SEND Sierra Leone is known for women's economic and political empowerment. We are experts in social accountability measures.”			
Capacity Gaps/ Wishlist	Resource mobilization			
Five-year Goals	“SEND Sierra Leone is a nongovernmental organization that is dedicated to creating a Sierra Leone where there is respect for human rights, accountable governance, food and nutrition security, as well as equal opportunities for men and women to thrive. We liaise with communities, traditional authorities, government institutions, and foreign partners to combine resources that will develop innovative solutions to alleviate poverty and enhance quality self-reliance. With our strategic approach, SEND Sierra Leone has adopted the global Sustainable Development Goals (SDGs) to guide national development planning and implementation. The pursuit of economic equality and social equity are mainstreamed in the SDGs. Our commitment to the government is to improve the delivery of social services and prioritize the education sector. Through this collaborative approach, our strategic plan will enable the target beneficiaries and communities to realize the SDGs for the sake of empowered people led by responsible government.”			
Hopes and Fears	Fear: “Global crises that may erode the gains made globally and in development work” Hope: “Increased awareness, education, and timely learning of young men and women”			

ORGANIZATION	SERVE SIERRA LEONE			
Overview	Established in Bo and founded in 2012, Serve Sierra Leone is a small NGO active in a range of activities, including WASH, health, good governance, women's empowerment, livelihood, and human rights. It provides direct services to beneficiaries, including the construction of facilities for clean water and sanitation. Although it has not worked with USAID, it has received \$250,000 from the UN in grant funding and project work as a direct implementer. In the field of health, Serve works with communities to develop water and sanitation infrastructure and supports local committees to ensure the projects' sustainable management. Serve estimates it has reached 200,000 direct and 300,000 indirect beneficiaries throughout its existence and takes pride in the UN categorization as a "low-risk" implementer in light of its timeliness and effective financial management.			
Key Data	Past USAID Partner: No Other Partner Experience: Local government, private sector, international donors (UNDP), and other INGOs 5-Year Average Budget: \$250,000–\$500,000 Headquarters: Bo Active in: Kailahun, Falaba, Karene, Bo, Bonthe, Moyamba, Pujehun, Western Rural 			
Contact	Promise B.H. Kargbo, executive director; servesierraleone2008@gmail.com			
Health Sectors	Public health, maternal and child health, malaria prevention/treatment, COVID prevention/treatment, adolescent health, mental health, WASH, health education			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	27/32	MOPED	X	✓
	Organization Type	Year Founded	Staff Size	Website
	NGO	2012	10-20	www.facebook.com/profile.php?id=100035141328295
NPI Incubator Insights (for more detail, see full database)				
"What is one thing you do well?"	"Direct services (construction of facilities that improve access to safe drinking water, sanitation, good health, hygiene, education, agriculture and food security)"			
Capacity Gaps/ Wishlist	Serve identified donor-specific compliance training as an area that would be beneficial. Beyond that, it reported a number of capital-intensive investments—vehicles, accounting software, and laptops—that would make its work more effective.			
Five-year Goals	"That every woman, man, and child have increased and improved access to health care, education, safe drinking water, food and poverty reduction services, and that women, men, and children are included in decision-making power structures and are empowered to hold local leaders accountable for improved public service delivery"			

ORGANIZATION	SERVE SIERRA LEONE
Hopes and Fears	Fear: “The reemergence of a 4th or 5th wave of COVID-19 on a global scale can be disruptive and challenging. If the Russia-Ukraine war is prolonged, more people we have supported out of poverty will be plunged back into abject poverty.” Hope: “By extending and expanding our networking, collaboration, and partnership with many donors and like-minded institutions and our recent potential partnership engagement with USAID (the world’s leading donor organization) we believe these new networks and partnerships, added to our traditional donors, will continue to provide us with the much needed resources (financial and technical) that will enable us to scale up and replicate gains and past success stories and implement large scale projects that will reach many more needy people in marginalized communities. This will enable us to overcome unforeseen challenges in the future.”

ORGANIZATION	NETWORK OF HIV POSITIVES IN SIERRA LEONE (NETHIPS)			
Overview	Headquartered in Grafton in the Western Rural District, the Network of HIV Positives in Sierra Leone (NETHIPS) manages a volunteer network of 500 individuals operating across the country. NETHIPS aims to coordinate, advocate, and build the capacity of its members, primarily people living with HIV (PLHIV). NETHIPS specializes in community-led monitoring of HIV treatment facilities, including a thorough data quality assurance process. It gathers data on availability, accessibility, affordability, and appropriateness, using the data to advocate for adequate and dignified treatment for PLHIV. NETHIPS fosters a collaborative relationship with service providers, holding regular meetings to convey findings and offer support in addressing any identified gaps. The organization also works to destigmatize the disease and runs livelihood and health education programs. The organization's work in advocacy has also been applied to address acute circumstances, including the release of a shipment of HIV drugs that had been caught in administrative red tape in the port in Freetown. It has in-depth experience working with the U.S. President's Emergency Plan For AIDS Relief (PEPFAR) partners and runs a number of livelihood programs to help PLHIV achieve financial independence.			
Key Data	Past USAID Partner: No Other Partner Experience: Local government, private sector, international donors (U.S. Health Resources & Services Administration/PEPFAR, Global Fund), and other INGOs (International Treatment Preparedness Coalition, Christian Aid, UNAID, UNICEF, World Food Program, AHF, Solidarite Therapeutique et Initiatives pour la Sante) 5-Year Average Budget: \$500,000–\$1,000,000 Headquarters: Grafton Active in: nationwide 			
Contact	Idrissa D.M. Songo, executive director; idmsongo@gmail.com; +23276617986			
Health Sectors	Public health, research and advocacy			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	26/32	MOPED	X	X
	Organization Type	Year Founded	Staff Size	Website
	NGO	2006	20-50	www.nethips.org
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“Community-led monitoring”			
Capacity Gaps/ Wishlist	Resource mobilization			
Five-year Goals	“To contribute to the global target of ending AIDS”			
Hopes and Fears	Fear: “Donor fatigue in funding HIV programs”			
	Hope: “Our sustainability strategy, committed partners, [and] conducive operating environment”			

ORGANIZATION	PIKIN-TO-PIKIN MOVEMENT			
Overview	Pikin-to-Pikin Movement is a child-welfare organization that was founded in 1994 to advocate for, and raises awareness of, children's rights during the Sierra Leonean civil war. Originally a voluntary organization, its early activities included using theater to create health messaging in response to a cholera outbreak, which lent the organization its name and resulted in support from UNICEF. Today, Pikin-to-Pikin Movement works in four thematic areas—child protection, health and nutrition, water and sanitation, and education—and estimates it reached approximately 20,000 beneficiaries in 2022. In the health sector, it has implemented malaria projects in partnership with the Global Fund and the European Commission as well as maternal and child health programs. It has expertise in developing education and sensitization campaigns, particularly around getting communities accustomed to using health infrastructure (visiting clinics when sick or pregnant). Pikin-to-Pikin sees itself as an organization founded on the principles of partnership, and it emphasizes working with established organizations, ranging from school clubs and district organizations to government ministries and INGOs, that align with its mission.			
Key Data	Past USAID Partner: No Other Partner Experience: Local government, international donors (Global Fund and FORUT Norway), and other INGOs 5-year Average Budget: \$500,000–\$1,000,000 Headquarters: Freetown Active in: Kailahun, Bombali, Tonkolili, Bonthe, Moyamba, Western Urba 			
Contact	Abdulai Deadehwai Swaray, executive director; deadehwai@gmail.com			
Health Sectors	Maternal and child health, malaria prevention/treatment, COVID prevention/treatment, adolescent health, WASH, health education			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	25/32	MOPED	X	X
	Organization Type	Year Founded	Staff Size	Website
	NGO	1994	20-50	www.facebook.com/profile.php?id=100023066724219
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“Working with communities to create impact in their lives”			
Capacity Gaps/ Wishlist	Staff capacity building for proposal writing, M&E, financial management. The organization notes high attrition rates as staff move to international organizations, requiring ongoing training as new employees are onboarded.			
Five-year Goals	“Pikin-to-Pikin's biggest goal is to reach more beneficiaries particularly the most vulnerable and marginalized women, girls, and children in their communities.”			
Hopes and Fears	Fear: “Donor fatigue, as the world is facing global recession, high inflation rate, the war in Ukraine might divert most donor attention to other Western counties while African NGOs will be ignored or abandoned. Sustainability of our organization and to reach more of our communities” Hope: “Pikin-to-Pikin has donors who are willing to fund our organization for the next five years. We are expecting more donors to fund our projects. Staff and volunteers are willing to work with the organization. We are putting together our new strategic plan which will be shared to donors for funding and support.”			

ORGANIZATION	NETWORK MOVEMENT FOR JUSTICE AND DEVELOPMENT (NMJD)			
Overview	NMJD was founded in 1988 to empower communities in the face of economic challenges and political concerns that pervaded in the era. The founders were motivated to take the methods utilized by student groups and apply them to society as a whole. Today, NMJD uses the “See, Act, Judge” methodology of “Training for Transformation” and across Sierra Leone with partners across the NGO and public sector. NMJD provides a diverse array of services, including health, governance, and economic development. The organization partners widely with other CSOs in Sierra Leone to effect social change and advocate for transparency and accountability to the people of Sierra Leone. This work includes community monitoring for accountable health services, where NMJD works with communities, including new and existing community-based organizations, to advocate and collaborate with stakeholders in the health system, including health workers, clinics, and other service providers, to advocate for the communities’ needs and address challenges facing the health sector. This approach has empowered individuals to know and advocate for their rights, including historically marginalized populations, while creating a positive, collaborative relationship between communities and the health sector that sees all stakeholders addressing each others’ needs to improve service delivery and access to healthcare.			
Key Data	Past USAID Partner: Yes Other Partner Experience: Local government, international donors (UNDP, FCDO, EU, GIZ), and other INGOs (World Vision, Christian Aid, Welthungerhilfe, Oxfam) 5-Year Average Budget: \$250,000–\$500,000 Headquarters: Freetown Active in: Kenema, Kono, Bombali, Karene, Bo, Pujehun, Western Urban 			
Contact	Abu Augustus Brima, executive director; abu.brima@nmjdsi.org			
Health Sectors	Public health, maternal and child health			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	25/32	MOPED	X	X
	Organization Type	Year Founded	Staff Size	Website
	NGO	1988	20-50	www.nmjdsi.org
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“Community animation and policy advocacy”			
Capacity Gaps/ Wishlist	NMJD requires an effective mechanism for recovering indirect expenses not covered by project funding to improve staff retention, fully equip offices, and make capital investments in the organization.			
Five-year Goals	“Improved citizen’s power and leadership so that they can demand public institutions to respond to their socio-economic and political rights and to become self-reliant”			
Hopes and Fears	Fear: “The worrying issues include the pressure on civil society (NGO Policy and Service Agreements), the politicization of service delivery, economic hardship and high level of corruption, increased investment in land and minerals with poor safeguards and poor economic returns, and the unfair/bad justice system. Also, the co-option of some civil society organizations” Hope: “Resilience of some civil society organizations, the support of international development partners, and awareness of some communities to take their own development into their own hands”			

ORGANIZATION	MENTAL HEALTH COALITION - SIERRA LEONE (MHC-SL)			
Overview	MHC-SL is a coalition of 30 organizations that raises awareness of mental illness and seeks to improve the policy environment as well as the availability of services for people with mental illness. Its activities include awareness raising and destigmatization, advocacy for updated legislation that recognizes the rights of people with mental illness, and the adaptation of international standards to improve quality of care. MHC-SL champions a rights-based approach to care and takes a multi-faceted approach toward implementing its vision, which includes evidence generation, knowledge management, professional development for healthcare workers, livelihood programming, direct care, referral services, and advocacy. Its advocacy efforts include awareness-raising and destigmatization as well as input on government policy, including policy development and support for successful implementation. MHC-SL's approach relies heavily on partnering with existing institutions to deliver services—including the Ministry of Health, schools, and the armed forces—to increase access to support. Outside of Sierra Leone, the organization has a wide range of funding and non-funding partners, including international aid organizations, universities, and other stakeholders in the mental health sector in the United States, United Kingdom, EU, Middle East, and Australia. To support and coordinate its partnerships and activities, the organization reports a well-developed governance structure, including a secretariat with a committed board and dedicated sub-committees to ensure effective implementation of the coalition's vision. Current projects include one funded by the Christian Blind Mission - Germany to strengthen participation and access to inclusive education, vocational training, and employment for people with disabilities. During 2022, MHC-SL estimates it provided direct care to 8,000 individuals and influenced approximately 150,000 people through its work in awareness raising and advocacy.			
Key Data	Past USAID Partner: No Other Partner Experience: Local government, private-sector partners, international donors (GIZ), INGOs (Project Hope, Comic Relief UK, GZB Zending, Open Society Initiative for West Africa, Christian Blind Mission), University of Makeni 5-Year Average Budget: \$250,000–\$500,000 Headquarters: Freetown Active in: Kailahun, Kenema, Koinadugu, Kambia, Western Rural, Western Urban 			
Contact	Joshua Abioseh Duncan, country director; jduncan.mhinsl@gmail.com			
Health Sectors	Mental health, health education, research and advocacy			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	28/32	MOPED	X	X
	Organization Type	Year Founded	Staff Size	Website
	NGO	2011	10-20	www.mentalhealthcoalitionsi.com
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“Awareness raising and advocacy”			
Capacity Gaps/ Wishlist	Systems strengthening in program development and management, including developing, implementing, evaluating, reporting (all included in project cycle management)			
Five-year Goals	Establishing a center of excellence for increased awareness, training, and livelihood and advocacy outcomes for vulnerable/marginalized groups, including persons with lived experience of mental health and psychosocial disabilities, to have the enabling environment to freely and fully participate as well as contribute to development programs at every level in society			

ORGANIZATION	MENTAL HEALTH COALITION - SIERRA LEONE (MHC-SL)
Hopes and Fears	Hopes: There is a global push and network of which MHC is a part that speaks around issues of vulnerable/marginalized groups, including persons with lived experience of mental health and psychosocial disabilities, and calls for increased attention and support. Increased awareness and interest from the people of Sierra Leone on mental health issues. More research and articles are being done on the subject. Fears: The resilience of the people of Sierra Leone will be broken down with the growing economic crisis. Political challenges have a tendency to worsen the mental health status of the people of Sierra Leone and further affect national development and lower the emotional and social well-being of communities and, by extension, the working population. Also concerned with the young population with ongoing drugs and substance use/abuse challenges and its complementary issues.

ORGANIZATION	CENTER FOR SOCIAL ECONOMIC EMPOWERMENT AND DEVELOPMENT IN SIERRA LEONE (C-SEED/SL)			
Overview	C-SEED is a community-based organization and registered nonprofit that aims to empower disadvantaged individuals and promote human dignity. Headquartered in Bo, the organization runs programs in education, livelihoods, and women's and youth empowerment. In the health sector, C-SEED Health Care works in WASH, HIV/AIDS prevention and testing referral, psychosocial support, and malaria and TB prevention. Other health projects include providing reusable menstrual health hygiene kits to schools and developing and training school health clubs on topics including malaria, handwashing, and COVID-19 prevention. Since its establishment in 2017, C-SEED estimates it has reached 9,560 direct beneficiaries. This includes a project providing business development support for mothers—3,220 in 2022. It is currently implementing a nine-month, \$11,500 project with the AIDS Health Foundation targeting youth to prevent the spread of HIV through education and other prevention approaches. C-SEED's country director, Abdul-Rahman Edward Koroma, is a member of the credential committee of the African Union Economic Social and Cultural Council.			
Key Data	Past USAID Partner: No Other Partner Experience: Local government, international donors (Global Fund), and other INGOs (AIDS Health Foundation, World Vision) 5-Year Average Budget: \$250,000–\$500,000 Headquarters: Bo City Active in: Kailahun, Kenema, Bo, Bonthe, Moyamba, Pujehun, Western Urban 			
Contact	Abdul-Rahman Edward Koroma, president and country director; cseed.sl2020@gmail.com			
Health Sectors	Public health, maternal and child health, malaria prevention/treatment, COVID prevention/treatment, adolescent health, WASH, health education			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	24/32	MOPED	X	X
	Organization Type	Year Founded	Staff Size	Website
	NGO	2017	10-20	www.samwillster.wixsite.com/seeds

NPI Incubator Insights (for more detail, see full database)

ORGANIZATION	CENTER FOR SOCIAL ECONOMIC EMPOWERMENT AND DEVELOPMENT IN SIERRA LEONE (C-SEED/SL)
“What is one thing you do well?”	“Health care (WASH, HIV/AIDS prevention and testing referral, psychosocial supports, malaria and TB prevention, health emergencies), child protection, out of school education programme and [information community technology], cross cutting integrated programmes (support and promote integrated programmes e.g., climate change/environment protection and prevention, civic rights and responsibilities, policy advocacy on issues affecting women, disabled, youths, and children), gender equality, women, disabled and youth empowerment, agriculture (livestock and crop production).”
Capacity Gaps/ Wishlist	C-SEED/SL noted its response to crises is often reactive and suggested the organization and broader sector would benefit from support that built resiliency and empowered organizations to prepare effectively for emergencies before they arise.
Five-year Goals	To promote and facilitate access to education at the trio level (primary, secondary, and tertiary) in line with national development programs; improve coordination and reporting among education duty bearers in all operational districts; promote the socio-economic well-being of every Sierra Leonean, especially women and other disadvantaged sects in society; provide opportunities for youth to develop their skills and potential by initiating youth-friendly programs and entrepreneurship schemes; promote and provide health-related activities in schools and communities; promote agricultural initiative to enhance food security

ORGANIZATION	CENTER FOR SOCIAL ECONOMIC EMPOWERMENT AND DEVELOPMENT IN SIERRA LEONE (C-SEED/SL)
Hopes and Fears	Fears: Limited source of funding, self-funding and donor fatigue, resignation of highly qualified staff due to nonavailability of adequate salaries as a result of global inflation, outbreak of pandemic/ natural disasters, insecurity (fear of the unknown) Hopes: An established organization with community development framework; experienced, skilled and committed staff, board of directors, and management; an established partnership, field practice with stakeholders; good reputation, credibility, expertise, and knowledgeable in community development; established laboratory with computers for information technology training; research and baseline survey reports that inform its vision and mission; possess statutory instruments (constitution, policies, and reviewed strategic plan); established branch, regional, and district offices; and more and improved vehicles and motorbikes for mobility.

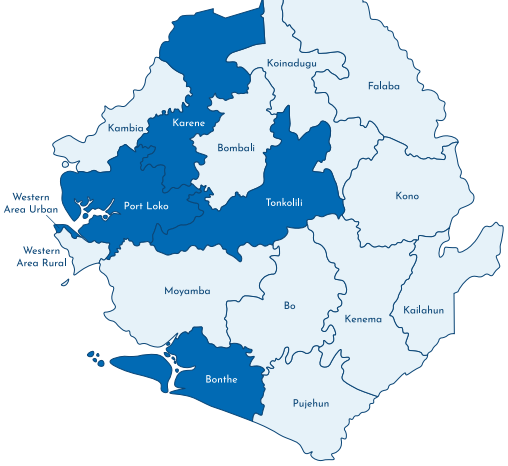
ORGANIZATION	NETWORK OF ADVOCACY FOR YOUTH EMPOWERMENT			
Overview	Network of Advocacy for Youth Empowerment (NAYE) is a small CBO specializing in advocacy and empowerment of vulnerable youth, women, and girls. The organization was founded in 2015 and operates across three key areas: sexual and reproductive health and research (SRH), child protection and education, and advocacy and good governance. NAYE runs a range of programs related to providing skills training to vulnerable youth, leadership development and income enhancement for women and girls, and advocacy and awareness raising of women's sexual and reproductive rights. This includes awareness-raising campaigns for the promotion of adolescent sexual and reproductive health education in schools and communities. The organization receives funding from a variety of local and international sources, including ActionAid Sierra Leone and the Fund for Global Human Rights.			
Key Data	Past USAID Partner: No Other Partner Experience: Local government, private sector, and other INGOs 5-Year Average Budget: \$100,000–\$250,000 Headquarters: Kambia Active in: Kabmia, Port Loko 			
Contact	Moses Sorie Kodah, executive director; mosessoriek@gmail.com			
Health Sectors	Public health, malaria prevention/treatment, adolescent health, WASH, health education			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	24/32	District Council	X	✓
	Organization Type	Year Founded	Staff Size	Website
	CBO	2015	5-10	www.facebook.com/nayewithandforgirls
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“Child protection advocacy, service provision and responses”			

ORGANIZATION	NETWORK OF ADVOCACY FOR YOUTH EMPOWERMENT
Capacity Gaps/ Wishlist	Resource mobilization
Five-year Goals	"To contribute to the empowerment and justice of adolescent girls, children and youth, young women by influencing their attitudes, behaviors, and practices to effect change on their own and be self-employed and [self-reliant]"
Hopes and Fears	Fear: "Funding challenges, health or emergency crises, natural disasters" Hope: "Our policies and willingness to do what we do best, our partnership and networking power among other organizations"

ORGANIZATION	RAINBO INITIATIVE			
Overview	Rainbo Initiative was originally a project implemented by the International Rescue Committee in response to a recommendation from the Sierra Leone Truth and Reconciliation Committee that the government offer free psychosocial support and reproductive health services to women affected by the civil war. After operating for 11 years, Rainbo Initiative was spun off as an independent, national NGO. Today, Rainbo Initiative operates Rainbo Centers around the country that provide free medical treatment, medical certificates, and psychosocial services to survivors of sexual or gender-based violence (SGBV). The organization provides services to an average of 2,000 survivors per month. In addition to providing direct support to SGBV survivors, Rainbo Initiative works within communities to raise awareness of SGBV, relevant laws, and available services to victims. Through the course of its work, Rainbo Initiative gathers data it makes available to partners in the government and social sector to support evidence-based decision-making and give stakeholders the data they need to create effective programs and policies to counter SGBV. Rainbo continues to expand its presence in Sierra Leone and began operating in Liberia and Guinea in 2022.			
Key Data	Past USAID Partner: No Other Partner Experience: Local government, international donors (Irish Aid, EU), and other INGOs (Care, International Rescue Committee) 5-Year Average Budget: \$500,000–\$1,000,000 Headquarters: Freetown Active in: Kenema, Kono, Bombali, Kambia, Western Rural, Western Urban 			
Contact	Daniel F. H. Kettor, executive director; daniel.k@rainboinitiative.org			
Health Sectors	Adolescent health, mental health, research and advocacy			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	23/32	MOPED	X	X
	Organization Type	Year Founded	Staff Size	Website
	Nonprofit	2014	50-100	www.rainboinitiative.org
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“Empowering communities to end sexual gender based violence and provide free medical services for survivors of SGBV”			
Capacity Gaps/ Wishlist	Resource mobilization and capacity building on how to cover indirect expenses			
Five-year Goals	“To become a sustainable and effective organization across the Mano River Union Countries”			
Hopes and Fears	Fear: “Funding landscape is becoming tough.” Hope: “Technological innovation and commitment from government and stakeholders to prioritize women’s issues”			

ORGANIZATION	ACTION FOR ADVOCACY AND DEVELOPMENT SIERRA LEONE (AAD-SL)			
Overview	AAD-SL was established by local staff of the international NGO War Child Holland in its last year of operation with the goal of sustaining and continuing the organization's impact. Since its establishment in 2011, the organization has expanded to work in a number of thematic areas, including education, livelihoods, and environmental management. In the health sector, it focuses on WASH interventions, including the development of water infrastructure and promotion of health-seeking behavior, including good hygiene practices. Additionally, it has partnered with the Ministry of Health's Nutrition Department to raise awareness around nutrition. AAD-SL typically works through local partners, supporting or building the capacity of existing CBOs, including farmers groups and local clubs, to take ownership and sustain projects post-intervention. Because of its in-depth experience working with CBOs as well as its history, AAD-SL is knowledgeable about the process of localization and is currently in conversation with another international NGO regarding effective strategies for generating local ownership of development programs.			
Key Data	Past USAID Partner: No Other Partner Experience: Local government, international donors (EU, Irish Aid, UN Women), and other INGOs (Trocaire, Care International, War Child Holland) 5-Year Average Budget: more than \$1 million Headquarters: Makeni Active in: Bombali, Falaba, Kambia, Karene, Port Loko 			
Contact	Ibrahim Fatu Kamara, director; aad-sl.org@hotmail.co.uk			
Health Sectors	Health promotion and education			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	24/32	MOPED	X	X
	Organization Type	Year Founded	Staff Size	Website
	NGO	2011	20-50	www.aad-sl.org
NPI Incubator Insights (for more detail, see full database)				
"What is one thing you do well?"	"Livelihoods (agriculture and women economic empowerment/financial inclusion)"			
Capacity Gaps/ Wishlist	Support developing a safeguarding policy, support for the adoption of digital tools (especially program management software), improvement of monitoring and evaluation capabilities, and enhanced communications capacity. AAD-SL also expressed an interest in support to develop a mechanism for developing formalized, continuing training opportunities for new and existing staff to ensure capabilities stay in line with best practices.			
Five-year Goals	Contribute to the attainment of Sustainable Development Goals (Goals 2, 4, 6, 13, 15, 17)			
Hopes and Fears	Fear: Change in government priorities and policy frameworks, access to funding opportunity, inflation, outbreaks, etc. Hope: The growing interest in the discussion around localization agenda (C4C), working in consortium, prepositioning of funds, growing interest in addressing climate change with keen focus on mitigation, adaptation, loss and damage, climate financing, etc.			

ORGANIZATION	CENTRE OF DIALOGUE ON HUMAN SETTLEMENT AND POVERTY ALLEVIATION (CODOHSAPA)			
Overview	The Centre of Dialogue on Human Settlement and Poverty Alleviation emerged as a spinoff of a YMCA-implemented slum livelihood project. Since its establishment in 2011, the organization estimates it has reached 100,000 beneficiaries, including 10,000 in 2022, with an average annual budget of less than \$500,000. It is a member of the Slum/Shack Dwellers International (SDI) network of NGOs and has worked with a range of national and international partners, including the Freetown City Council, the University of Chicago, and Catholic Relief Services. Although CODOHSAPA's primary mission is supporting livelihood generation in its target communities, its work to empower the urban poor includes projects in health accountability and programs intended to give slum communities a more prominent voice in government to ensure their needs are recognized and addressed.			
Key Data	Past USAID Partner: No Other Partner Experience: Local government, private sector, and other INGOs (Restless Development) 5-Year Average Budget: \$250,000–\$500,000 Headquarters: Freetown Active in: Bombali, Bo, Bonthe, Moyamba, Western Rural, Western Urban 			
Contact	Francis Anthony Reffell, founder and director; francisreffell@codohsapa.org			
Health Sectors	Public health, WASH, research and advocacy			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	24/32	MOPED	X	X
	Organization Type	Year Founded	Staff Size	Website
	NGO	2011	5-10	www.codohsapa.org
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“Building a community-centered and community-led social movement through the mobilization and organization of network or federation of community-based financial savings groups, community-led data collection and mapping, thereby creating the space and voice for the poor to drive their own development agendas and advocate for equitable distribution of social services, livelihood opportunities, and security of tenure”			
Capacity Gaps/ Wishlist	Resource mobilization			
Five-year Goals	“Strengthening community voices and capacities to engage with state and non-state actors for the enhancement of sustainable livelihoods potentials, and nature-based climate change adaptation mechanisms”			
Hopes and Fears	Fear: “The aftermath of 2023 presidential and general elections and current unstable economic trends” Hope: “All of our funding partners have expressed deepening our partnership for a more strategic engagement”			

ORGANIZATION	UMAN TOK SIERRA LEONE			
Overview	Uman Tok is a grassroots organization providing reproductive health awareness, education, and sustainable feminine health kits to women and girls. The organization's mission is to reverse the cycle of poverty among women and girls by raising awareness about the unique challenges of adolescents. Uman Tok envisions a well-informed, gender-equal world in which children reach their full potential by staying in school with heightened knowledge on sexual and reproductive health education and access to affordable sustainable menstrual health options. The organization supplied the Every Adolescent Girl Empowered and Resilient (EAGER) consortium with sustainable reusable menstrual hygiene kits distributed to more than 20,000 girls across 10 districts in Sierra Leone. Through its advocacy, Uman Tok also partners with local schools such as the Schools for Salone to provide sexual reproductive health education and distribute reusable menstrual hygiene kits to 14 schools in the Schools for Salone network. Despite being a relatively young organization, Uman Tok has established a strong and reliable presence within the sexual and reproductive health advocacy space.			
Key Data	Past USAID Partner: No Other Partner Experience: Local government, private sector, international donors, and INGOs 5-Year Average Budget: \$100,000–\$250,000 Headquarters: Freetown Active in: Tonkolili, Karene, Port Loko, Bonthe, Western Urban 			
Contact	Juliet Rhoman, executive director; umantoksl@gmail.com			
Health Sectors	Adolescent health, WASH, health education			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	24/32	MOPED	X	X
	Organization Type	Year Founded	Staff Size	Website
	NGO	2020	1-5	www.umatok.com
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“The production of sustainable reusable menstrual health kits (Days for Girls patent design) at international standard while simultaneously supporting livelihood creation for local women as tailors”			
Capacity Gaps/ Wishlist	Capital investment (space for production equipment and a vehicle)			
Five-year Goals	“Our biggest goal is to reach every girl, every woman! Period!”			

ORGANIZATION	UMAN TOK SIERRA LEONE
Hopes and Fears	Fear: “Uman Tok is worried about inflation because this will increase the cost of material and our kits will look expensive as we work at cost recovery and people will not be able to buy in the country. This will impact the organization as a whole because within the kit cost we incorporate operational costs. The more kits produced, the more sustainable and self-sufficient we are as an organization. We are also worried about funding and space.” Hope: “Our partner Days for Girls International, a U.S.-based NGO working in menstrual hygiene, has given us a Gold Standard certificate which means our kits follow international standards and regulations. Our reusable kits are recognized for having good quality in the country based on the information we gathered from individuals that have used them and our partner organizations. We have gained recognition, respect, and trustworthiness from our international and national partners due to our transparency and commitment to meeting deadlines. In five years’ time girls and women will not miss days of school, days on the job, and days to contribute to the betterment of their homes and communities because they no longer lack the tools they need to maintain themselves. The taboo associated with menstruation will no longer exist as our sexual reproductive health education will end the epidemic of silence and lack of quality, sustainable solutions.”

ORGANIZATION	COLLECTIVE INITIATIVE FOR DEVELOPMENT - SIERRA LEONE (CID)			
Overview	Collective Initiative for Development (CID) was founded in Port Loko in 2011 and operates in four thematic areas—health, education, livelihoods, and governance/child protection. In the health sector, CID conducts assessments and rehabilitates health infrastructure, ensuring that medical facilities have the supplies and resources they need to operate effectively. This includes ensuring installing solar panels for electricity and setting up water infrastructure for facilities as well as providing vehicles to ensure access to remote communities. Recognizing the depth of demand for its services, CID collaborates closely with government bodies, using accumulated health data to identify high-priority sites where its work will have the greatest impact.			
Key Data	Past USAID Partner: No Other Partner Experience: Local government, private sector, and other INGOs (Christian Aid, Care International) 5-Year Average Budget: \$500,000–\$1,000,000 Headquarters: Port Loko Active in: Kambia, Karene, Port Loko 			
Contact	Musa Bangura, program manager; dcollectinitiative@yahoo.com			
Health Sectors	Public health, maternal and child health, malaria prevention/treatment, COVID prevention/treatment, WASH, health education			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	24/32	MOPED	X	X
	Organization Type	Year Founded	Staff Size	Website
	NGO	2011	10-20	www.facebook.com/profile.php?id=100054461650497
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“Health-related activities and WASH”			
Capacity Gaps/ Wishlist	Financial management, fundraising, and report writing			
Five-year Goals	“To extend to other districts and give more support to the less privileged in these communities”			
Hopes and Fears	Fear: “The movement of people affecting community structures”			
	Hope: “The youthfulness of our team and how committed they are to the development of the office and the country”			

ORGANIZATION	MISSIONARIES FRIENDS ASSOCIATION			
Overview	Missionaries Friends Association is a small, faith-based NGO operating in Kissy, in Freetown. It operates in a number of sectors, providing stipends for children's education, running small-scale projects treating glaucoma, building water infrastructure, offering livelihood programs, and providing support for new mothers.			
Key Data	Past USAID Partner: No Other Partner Experience: Private sector, international donors, and other INGOs 5-Year Average Budget: \$100,000–\$250,000 Headquarters: Freetown Active in: Western Rural 			
Contact	Maurizio Boa, director; maurizioboa@murialdo.org			
Health Sectors	WASH			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	24/32*	MOPED	X	X
	Organization Type	Year Founded	Staff Size	Website
	NGO	1997	5-10	www.missionariesfriendsassociation.org
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“Education”			
Capacity Gaps/ Wishlist	Resource mobilization			
Five-year Goals	“Providing education and WASH to deprived communities. We intend to build two schools and provide safe drinking water to some deprived communities in the Freetown Rural District.”			
Hopes and Fears	Fear: “The worsening economic situation and dwindling of quality education to pupils” Hope: “The increased attention of young people towards skills and vocation training”			

* This organization qualified for but did not participate in a KII. Our research was unable to verify its relevance to the health sector. Given its score on the self-assessment, we elected to include it with this caveat.

ORGANIZATION	SIERA GRASS-ROOTS AGENCY (SIGA)			
Overview	Siera Grass-Roots Agency (SIGA) was established in 1989 as the implementing arm of a consulting firm responsible for meeting with communities, conducting assessments of community development projects, and developing proposals to secure funding and implement the project with community support. SIGA employs the same approach today, working closely with communities to identify needs and secure funding to address community-identified priorities. Its work in the health sector includes building a health clinic and providing seminars for children on reproductive health in partnership with Médecins Sans Frontières. In addition to health programs, SIGA works in education, agriculture, and livelihoods, including providing scholarships to street children and building agricultural processing facilities for rural communities. It also oversaw implementation of the Big Market Rehabilitation project in Freetown. SIGA sees itself as a project management specialist capable of implementing effectively in diverse sectors and serving as a conduit connecting international funders to small CBOs.			
Key Data	Past USAID Partner: No Other Partner Experience: Local government, international donors (U.S. embassy, Japanese embassy, FCDO), INGOs (Bread for the World) 5-Year Average Budget: \$100,000–\$250,000 Headquarters: Freetown Active in: Tonkolili, Western Rural, Western Urban 			
Contact	Vidal Roberts, executive director; sigasl@hotmail.com			
Health Sectors	Health education, other (clinic construction)			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	23/32	MOPED	X	X
	Organization Type	Year Founded	Staff Size	Website
	NGO	1989	5-10	www.sieragrassrootagency.tripod.com
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“Project management”			
Capacity Gaps/ Wishlist	As a small nonprofit specializing in project management, SIGA lacks deep in-house technical expertise, preferring to hire project staff or work with partners to train existing staff as needed. While it is successful in recruiting high potential, early-career professionals and training them in project management and oversight, the organization is not able to provide competitive salaries and frequently see staff move onto global organizations within a couple of years.			
Five-year Goals	“Improving food and income situation in at least 15,000 homes in the rural communities through large scale climate friendly cassava cultivation, processing, and marketing”			
Hopes and Fears	Fear: “Not achieving our targets” Hope: “We have established [credibility] that will surely attract attention from government and donors.”			

ORGANIZATION	UNITED METHODIST DEVELOPMENT OFFICE (UMDO)			
Overview	The United Methodist Development Office is a community-based and faith-based development organization affiliated with the United Methodist Church. It specializes in education projects but also runs health programs that include malaria prevention, WASH, and COVID response. One example of its work is the Community Empowerment for Livelihood and Development initiative (CELAD), which covered a number of areas, including health, livelihoods, education, and civic engagement. The health component focused on supporting health management committees in communities and training them to monitor health conditions.			
Key Data	Past USAID partner: No Other Partner Experience: Local government and international donors (Digni) 5-Year Average Budget: \$250,000–\$500,000 Headquarters: Freetown Active in: Kenema, Kono, Bombali, Tonkolili, Bo, Moyamba, Western Rural 			
Contact	Konima Bobor, country director; konima.bkamara@umdo.org.sl			
Health Sectors	Public health, malaria prevention/treatment, COVID prevention/treatment, WASH, health education			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	23/32*	MOPED	X	X
	Organization Type	Year Founded	Staff Size	Website
	FBO	2013	10-20	www.facebook.com/umdosl
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“Education”			
Capacity Gaps/ Wishlist	Resource mobilization			
Five-year Goals	“Our goal is to provide sustainable social services to communities in Sierra Leone.”			
Hopes and Fears	Fear: “Conflict and pandemics/epidemics”			
	Hope: “Communities will be more aware and have more women in decision making positions”			

* This organization qualified for but did not participate in a KII. Our research was unable to verify its relevance to the health sector. Given its score on the self-assessment, we elected to include it with this caveat.

ORGANIZATION	GIRL CHILD NETWORK SIERRA LEONE (GCNSL)			
Overview	Girl Child Network Sierra Leone is a locally founded and run chapter of the international Girl Child Network. Established in 2011, GCNSL seeks to empower girls and young women. To accomplish this, it works in the home, school, and community to sensitize people to the issues that affect girls. The network works closely with schools to set up girls clubs, where they can discuss the issues that matter to them, and parent meetings to generate parental support on the community level. GCNSL joins with aligned organizations to lobby for government policies that address girls' issues, including teenage pregnancy, GBV, sexual abuse, and FGM. It also supports girls' empowerment by providing skills training in areas such as computer literacy. In the health sector, GCNSL works through schools and girls clubs to provide education on menstrual health hygiene (MHH) as well as menstrual hygiene management kits. In one recent program, funded by UNICEF, GCNSL targeted 26,000 girls for MHH education and support through 269 upper primary, junior, and senior secondary schools between 2021 and 2022.			
Key Data	Past USAID Partner: No Other Partner Experience: Local government and INGOs 5-Year Average Budget: \$100,000–\$250,000 Headquarters: Freetown Active in: Bombali, Bo, Western Rural, Western Urban 			
Contact	Mabel Jalloh, program manager; mabeljallohgcnsll@gmail.com			
Health Sectors	Adolescent health, WASH, health education			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	23/32	MOPED	✓	✗
	Organization Type	Year Founded	Staff Size	Website
	NGO	2011	5-10	www.facebook.com/girlchildnetworksierraleone
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“Menstrual hygiene management support for adolescent girls including training in school and community and provision of reusable sanitary kits”			
Capacity Gaps/ Wishlist	GCNSL discussed the challenges it faces with project-based funding, including retaining qualified staff, providing training to new hires. It also noted it was unable to adequately recover overhead expenses in order to afford effective administration tools such as quality accounting software.			
Five-year Goals	“Financial sustainability ensuring a steady flow of funds and generating revenue for maintaining and continuing our organizations work. Programmatic sustainability to enable us to continue our organizations projects and programs in the absence of donor support. Diversify funding sources and to develop long term partnerships with donors to support our endeavor. We would also like to increase our organization’s exposure to new audiences to help boost the work that we do.”			
Hopes and Fears	Fear: “The global economic situation and its effects on NGOs getting sufficient and continuous funding for our work” Hope: “Girl Child Network feels optimistic about the women and girls whose lives we will have a positive impact as a result of our work.”			

ORGANIZATION	MANKIND ACTIVITIES FOR DEVELOPMENT ACCREDITATION MOVEMENT (MADAM)			
Overview	MADAM was established as a CBO in 1991 and transitioned to a national nonprofit at the turn of the 21st century. It focuses primarily on livelihood and agricultural programs in the northern part of the country, but has also worked in the areas of health and human rights. In the health sector, MADAM has implemented projects with support from USAID through Care International to improve health services in Bombali and Tonkolili District by working with local facility management committees to ensure sustainable upkeep and maintenance of health facilities. It has also been involved in emergency response following the Ebola and COVID outbreaks.			
Key Data	Past USAID Partner: Yes Other Partner Experience: Local government, private sector, international donors (EU, Federal Ministry for Economic Cooperation and Development of Germany) and other INGOs (Care International, Bread for the World) 5-Year Average Budget: more than \$1 million Headquarters: Makeni Active in: Kenema, Bombali, Falaba, Koinadugu, Tonkolili, Karene, Bo, Western Rural, Western Urban 			
Contact	Edward Conteh, head of program; edward.conteh@madam-sl.org			
Health Sectors	Public health, WASH, health education			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	23/32	MOPED	X	X
	Organization Type	Year Founded	Staff Size	Website
	Nonprofit	1999	20-50	www.madam-sl.org
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“Supporting food security and livelihood programmes”			
Capacity Gaps/ Wishlist	MADAM identified monitoring and evaluation as an area where capacity building would be helpful.			
Five-year Goals	“Increase income for farmers and employability for youths”			
Hopes and Fears	Fear: “Climate change and the global economic trend” Hope: “We continue to grow as an organization with innovation and creativity through deliberate efforts to build staff capacity and create dynamism to adopt to change.”			

ORGANIZATION	WEST AFRICA YOUTH NETWORK FOR PEACE EDUCATION AND ECONOMIC DEVELOPMENT - SIERRA LEONE (WAYNPEED-SL)			
Overview	WAYNPEED-SL was established in 2016 as a youth advocacy organization before branching into a number of areas, including health, DG, and anti-trafficking. In the health sector, WAYNPEED-SL supports health education initiatives, particularly in the area of reproductive health for adolescent girls and young women. WAYNPEED-SL is dedicated to working in coalition with other organizations and counts 150 CSOs with whom it has collaborated. It is officially affiliated with the Ecowas Youth Council and the Africa Youth Council.			
Key Data	Past USAID Partner: Yes Other Partner Experience: Local government, international donors (International Organization for Migration), and INGOs (Cordaid) 5-Year Annual Budget: \$100,000–\$250,000 Headquarters: Kossoh Town Active in: Bombali, Koinadugu, Tonkolili, Kambia, Port Loko, Bo, Moyamba, Western Rural, Western Urban 			
Contact	Abdul Rahman Kays, executive director; nafayakays@yahoo.co.uk			
Health Sectors	Public health, maternal and child health, malaria prevention/treatment, COVID prevention/treatment, adolescent health, mental health, WASH, health education, research and advocacy			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	22/32	Corporate Affairs Commission	✓	✓
	Organization Type	Year Founded	Staff Size	Website
	Nonprofit	2016	5-10	www.waynpeedsl.org
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	Peacebuilding, governance, and social accountability, anti-human trafficking and migrations, health and education			
Capacity Gaps/Wishlist	Resource mobilization			
Five-year Goals	To promote the culture of Sexual Reproductive Health Systems (SRHS) and health education among young people in Sierra Leone and West Africa; campaign against gender-based violence or sexual exploitation against women and girls and promote a culture of non-violence and social responsibility among young people in Sierra Leone and West Africa; develop a conflict-prevention mechanism in Sierra Leone to monitor, analyze, and respond to conflicts through a system called Youth Economic Warning Signs; and promote a culture of good governance and democracy among young people in Sierra Leone and West Africa by developing a culture of gender equality and zero tolerance for discrimination (sex, tribe/ethnicity, race) among young people in Sierra Leone and West Africa			
Hopes and Fears	Fear: Global human and health security crises, food crises, lack of technological outlook in least developed countries, human trafficking Hope: Additional partnerships with international organizations such as USAID and Global Partnership for Education			

ORGANIZATION	WE YONE CHILD FOUNDATION (WYCF)			
Overview	We Yone Child Foundation was established in 2009 by a former child soldier who set out to improve the welfare of children in Sierra Leone. Operating in Karene, Port Loko, and Freetown, WYCF runs four primary schools currently reaching 1,000 students and offers scholarships for secondary school students. Recognizing the intersection between health and education, WYCF expanded into the health sector, with a particular focus on sexual and reproductive health for adolescent girls. WYCF's programming includes producing affordable sanitary pads and providing health education on topics including STIs and pregnancy and other health issues. WYCF's other programs in the health sector include distributing medical equipment in partnership with INGOs, providing psychosocial counseling, empowering youth with disabilities, and running a youth sports program that is used as a platform for encouraging health-seeking behavior. Outside of the health sector, WYCF is building a secondary school and offers livelihood programs as well as sports programs designed to engage youth and raise awareness about health-seeking behavior. In 2022, WYCF was awarded the Sierra Leone NGO Award for outstanding performance in the NGO sector, and the founder earned the Sierra Leone United States Alumni Impact Award.			
Key Data	Past USAID Partner: No Other Partner Experience: Private sector, INGOs (Wegdam Foundation, Consortium for Street Children, AMI Foundation) 5-Year Annual Budget: \$100,000–\$250,000 Headquarters: Freetown Active in: Karene, Port Loko, Western Rural, Western Urban 			
Contact	Santigie Bayo Dumbuya, director; santigie@weyonechildfoundation.org			
Health Sectors	Adolescent health, WASH, health education			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	22/32	MOPED	✗	✓
	Organization Type	Year Founded	Staff Size	Website
	NGO	2009	20-50	www.weyonechildfoundation.org
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“Community advocacy and empowerment”			
Capacity Gaps/ Wishlist	Resource mobilization			
Five-year Goals	“Provide formal education to 5,000 vulnerable children through our three primary schools in rural Karene District and Freetown Urban District. Delivering of medical equipment to Masanga Hospital and Kamakwie Hospitals and health education within communities. Training and empowerment of 10,000 women and adolescent girls through our sexual reproductive health and right and hygiene and vocational skill training. Improve on child protection and democracy, rural, and urban districts through training and advocacy. Livelihood support to 200 families and school feeding for 500 vulnerable rural school children through our orange flesh potato farming”			

ORGANIZATION	WE YONE CHILD FOUNDATION (WYCF)
Hopes and Fears	Fear: “WYCF is worried about getting the right partners to fulfill our goals through funding and capacity building training for WYCF’s staff to meet partner/donor standards.” Hope: “WYCF is hopeful to achieve these goals through hard work, building sustainable partnerships and meeting donor/partner’s standard requirements, effective and efficient financial management and service delivery in our communities.”

ORGANIZATION	SIERRA LEONE URBAN RESEARCH CENTRE (SLURC)			
Overview	SLURC is an independent research organization established in 2016 by Njala University in partnership with the University College London. Recognizing that Sierra Leone's cities are growing in a rapid and unplanned manner, SLURC conducts research on issues affecting urban populations and provides capacity building for local researchers, civil servants, and other stakeholders in urban communities. Its research covers six areas, including land and housing, urban health, urban vulnerability and resilience/disaster response, livelihoods and economics, infrastructure, and mobility and transport. SLURC's work in health focuses on health system research and monitoring. SLURC notes that traditional research in the health sector relies heavily on experts, and the organization seeks to make the health system more accountable by applying a participatory approach to research, creating space for community stakeholders to ensure their perspectives are considered and they have a role in health system policy and accountability. SLURC acknowledges there are a broad range of actors in the health sector and sees its role as applying research to empower stakeholders to engage in evidence-based decision-making and policy planning. Although its work focuses on Freetown, the organization has conducted research in other parts of Sierra Leone and seeks to deepen its expertise across the country's other urban centers.			
Key Data	Past USAID Partner: No Other partner experience: Local government, domestic and international academic and research institutions 5-Year Average Budget: \$500,000–\$1,000,000 Headquarters: Freetown Active in: Western Rural, Western Urban 			
Contact	Joseph Mustapha Macarthy, executive director; jmacarthy@slurc.org			
Health Sectors	Public health, maternal and child health, adolescent health, WASH, research and advocacy			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	22/32	Corporate Affairs Commission	X	X
	Organization Type	Year Founded	Staff Size	Website
	Research	2016	10-20	www.slurc.org
NPI Incubator Insights (for more detail, see full database)				
“What is one thing you do well?”	“Participatory action research and policy influencing”			
Capacity Gaps/ Wishlist	Finding staff with a technical background in urban issues is a challenge SLURC has addressed with internal training and capacity building. It also notes a lack of unrestricted funding has led it to forego high-value activities in favor of those identified by donors.			
Five-year Goals	“To become a regional centre of excellence for urban research with the scope of our work covering all four regions in Sierra Leone”			

ORGANIZATION	SIERRA LEONE URBAN RESEARCH CENTRE (SLURC)
Hopes and Fears	Hopes: “Our optimism is due to our current competitive advantage in the following: good track record of influencing public policy through policy briefs and the dissemination of our research findings; strong research capacity, able to provide knowledge useful locally and internationally; highly trusted by informal settlement communities, local and national government, and other stakeholders and being able to broker relationships between them; affiliation with national and internationally renowned universities, research organizations, and academics with expertise.” Fears: “With growing nationalistic thinking within donor countries, access to international research funding may become difficult. Besides, the prospect to diversify research funding in low-income countries like Sierra Leone is limited particularly when the government rarely has budgets set aside to invest in research.”

ORGANIZATION	SOCIETY FOR WOMEN AND AIDS IN AFRICA - SIERRA LEONE CHAPTER (SWAASL)			
Overview	The Society for Women and AIDS in Africa - Sierra Leone Chapter (SWAASL) is an independent, voluntary-based, nonprofit organization working toward a world free of HIV/AIDS where African women and children are empowered to claim equal rights and access to healthcare, education, and economic and socio-cultural opportunities. SWAASL is currently implementing Global Reach II, a PEPFAR project funded through the U.S. Health Resources & Services Administration. The project is focused on implementing high-impact interventions to increase the uptake of HIV prevention, care, and treatment among female sex workers and vulnerable populations. Since its inception in 1990, SWAASL has provided more than 3,000 people with vocational skills training, reached more than 20,000 women through its HIV prevention campaigns, and supported 3,000 people living with HIV (PLHIV).			
Key Data	Past USAID Partner: No Other Partner Experience: Local government, international donors, and other INGOs (Jhpiego) 5-Year Average Budget: \$100,000–\$250,000 Headquarters: Freetown Active in: Kailahun, Kenema, Western Rural, Western Urban 			
Contact	Marie Benjamin, executive director; swaasl@yahoo.com, leggmari2@yahoo.com			
Health Sectors	Public health			
Snapshot	Capacity Score	Registration	Woman-led?	Youth-led?
	22/32*	MOPED	✓	✗
	Organization Type	Year Founded	Staff Size	Website
	Nonprofit	1991	20-50	www.facebook.com/profile.php?id=100066725195224
NPI Incubator Insights (for more detail, see full database)				

ORGANIZATION	SOCIETY FOR WOMEN AND AIDS IN AFRICA - SIERRA LEONE CHAPTER (SWAASL)
“What is one thing you do well?”	“HIV prevention for key populations specifically targeting female sex workers and providing care and support to people living with HIV, especially women”
Capacity Gaps/ Wishlist	Resource mobilization
Five-year Goals	“Diversifying our source of funding so we can meet other aspects of our goals and achieve our vision”
Hopes and Fears	Fear: “Donor fatigue and shrinking of the space for our operations with different countries taking up various approaches to key population issues and missing out on the approach of using the public health approach as a platform for providing services for key populations” Hope: “The issue of key populations being a contemporary issue which keeps the debate ongoing and shows a light at the end of the tunnel”

* This organization qualified for but did not participate in a KII. As a result, we were unable to get an in-depth picture of its activities, but our desk research indicates it remains an organization of interest.

ANNEX G. Private-sector Stakeholders

SOLAR POWER CORPORATIONS	WEBSITE ADDRESS	EMAIL ADDRESS
Aptech Africa	www.aptechafrika.com	asteway@aptechafrika.com , info@aptechafrika.com
CHAF	www.linkedin.com/in/chaf-africa-57a37820b	alhasan.bah@chafafrica.net
Easy Solar	www.easysolar.org	alex@easysolar.org
Energicity Corp.	www.energicitycorp.com/home	info@powerleone.com
FLS Group	www.flsgroup.sl	power@flsgroup.sl
Ignite Power	www.ignite.solar	info@ignitesolar.com
Independent Energy	www.independent-energy.nl	info@independent-energy.nl
InfraCo Africa	www.infracoafrica.com/pidg	info@infracoafrica.com
Mosabi	www.mosabi.co/contact/	chris@mosabi.co
Orange Sierra Leone	www.orange.sl	annie.wonnie-katta@orange-sonatel.com
PowerGen Renewable Energy	www.powergen-renewable-energy.com	info@powergen-re.com
Rural, Commercial, and Domestic (RCD) Solar	www.rcdsolar.com/projects	h.idriss@gmail.com
We Care Solar	www.wecaresolar.org	laura@wecaresolar.org

ANNEX H. Self-assessment Scores for Self-identified Health Organizations

	ORGANIZATION	SCORE	REASON FOR EXCLUSION
1	Young Men's Christian Association Sierra Leone	30	
2	Sierra Leone Social Aid Volunteers	30	
3	Social Enterprise and Development (SEND) Sierra Leone	28	
4	Serve Sierra Leone	27	
5	Network of HIV Positives in Sierra Leone (NETHIPS)	26	
6	Country Coordinating Mechanism Sierra Leone (CCM SL)	25	Global Fund Mechanism
7	Pikin-to-Pikin Movement	25	
8	Network Movement for Justice and Development	25	
9	Mental Health Coalition - Sierra Leone (MHC-SL)	25	
10	Center for Social Economic Empowerment and Development in Sierra Leone (C-SEED/SL)	24	
11	Network of Advocacy for Youth Empowerment	24	
12	Rainbo Initiative	24	
13	Western Area Rural District Council (WARDC)	24	Public Organization
14	Action for Advocacy and Development Sierra Leone (AAD-SL)	24	
15	Centre of Dialogue on Human Settlement and Poverty Alleviation (CODOHSAPA)	24	
16	Uman Tok SL	24	
17	Collective Initiative For Development- Sierra Leone	24	
18	Missionaries Friends Association	24	
19	Restless Development	24	INGO
20	Siera Grass-roots Agency (SIGA)	23	
21	United Methodist Development Office (UMDO)	23	
22	Girl Child Network Sierra Leone	23	
23	Mankind Activities for Development Accreditation Movement	23	
24	West Africa Youth Network for Peace Education and Economic Development - Sierra Leone (WAYNPEED-SL)	22	
25	We Yone Child Foundation (WYCF)	22	
26	Sierra Leone Urban Research Centre (SLURC)	22	
27	Project HOPE	22	INGO
28	Society for Women and AIDS in Africa, Sierra Leone	22	
29	Prison Watch Sierra Leone	21	Below score threshold
30	Community Development Initiative (ComDI-SL)	21	Below score threshold
31	Initiatives for Media Development IMdev	21	Below score threshold
32	Planned Parenthood Association of Sierra Leone (PPASL)	21	Below score threshold

	ORGANIZATION	SCORE	REASON FOR EXCLUSION
33	Movement for Youth and Children's Right Organisation	21	Below score threshold
34	OneVillage Partners (OVP)	21	Below score threshold
35	Aberdeen Women's Centre	20	Below score threshold
36	Center for Encouraging, Caring and Supporting HIV People (CECSHIP)	20	Below score threshold
37	People's Development Organization	20	Below score threshold
38	Women Against Violence and Exploitation in Society	20	Below score threshold
39	Rural Health Care Initiative	20	Below score threshold
40	Movement Towards Peace and Development Agency Sierra Leone (MOPADA-SL)	20	Below score threshold
41	Sahid Autism Organization	20	Below score threshold
42	Defence for Children International Sierra Leone (DCI-SL)	20	Below score threshold
43	Community Action for the Welfare of Children (CAWeC)	20	Below score threshold
44	Fullamansa Investment	20	Below score threshold
45	Advocacy for Women Empowerment Network Sierra Leone (AWEN-SL)	20	Below score threshold
46	Her Future Foundation	20	Below score threshold
47	Youth Movement for Sustainable Development Sierra Leone	19	Below score threshold
48	Christian Brothers Development Office	19	Below score threshold
49	Community Association for Psychosocial Services (CAPS)	19	Below score threshold
50	Brighter Future	19	Below score threshold
51	NaCEM Sierra Leone	19	Below score threshold
52	Economic Empowerment and Human Rights Sierra Leone (EEHRSL)	18	Below score threshold
53	Young Africans Community Empowerment Initiative, Sierra Leone (YACEI-SL)	18	Below score threshold
54	Children Advocacy Forum Sierra Leone (CAF-SL)	18	Below score threshold
55	Healey International Relief Foundation	18	Below score threshold

	ORGANIZATION	SCORE	REASON FOR EXCLUSION
56	Advocacy for Marginalized Children and Youth Programme (AMCYP-SL)	18	Below score threshold
57	Home Leone	18	Below score threshold
58	Sightsavers	18	Below score threshold
59	The Orphan Empowerment Society Sierra Leone	18	Below score threshold
60	Ubun2 Africa Development	18	Below score threshold
61	Kings & Priests Court International Ministries Inc. - City of Light Helping Hands	18	Below score threshold
62	Midwives on Missions of Service	17	Below score threshold
63	Education Across Border Sierra Leone	17	Below score threshold
64	Pharmacy Board of Sierra Leone	17	Below score threshold
65	Mamie Foundation	17	Below score threshold
66	Community Initiative for Peace and Children's Foundation	17	Below score threshold
67	Integrated Development Program for Teenagers	17	Below score threshold
68	Information for All Sierra Leone	17	Below score threshold
69	Tinap for Development for Development Sierra Leone	17	Below score threshold
70	Rise Up Falaba	17	Below score threshold
71	Civil Society Advocacy Network on Climate Change and the Environment Sierra Leone (CAN-SL)	16	Below score threshold
72	Community Health	16	Below score threshold
73	Long Life Center for Wellness and Prevention	16	Below score threshold
74	Action for Community Transformation and Sponsorship (ACTS)	16	Below score threshold
75	Family Homes Movement (FHM)	16	Below score threshold
76	Women & Youths' Development Center Sierra Leone	15	Below score threshold
77	Institute for Drug Control and Human Security (IDCHS)	15	Below score threshold
78	A Girl at a Time Sierra Leone	15	Below score threshold

	ORGANIZATION	SCORE	REASON FOR EXCLUSION
79	Sahid Autism Organization	15	Below score threshold
80	Mind Health Africa	14	Below score threshold
81	Lady Ellen Women's Aid Foundation	14	Below score threshold
82	Diamond Child school of Arts and Culture	14	Below score threshold
83	African Youth Empowerment Network (AYEN)	13	Below score threshold
84	City of Rest Rehabilitation Center	13	Below score threshold
85	Youths in Action for Development Democracy and Human Rights (YADDHR-SL)	13	Below score threshold
86	Centre for Partnership Initiative (CPI) SL	12	Below score threshold