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# STRATEGIC PLAN

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2021 - 2025



## ACRONYMS

AGM	-	Annual General Meeting
AOG	-	Assemblies of God
BCSL	-	Baptist Convention of Sierra Leone
CEA	-	Church Empowerment and Advocacy
CEO	-	Chief Executive Officer
CTAs	-	Community Teacher Associations
EFSL	-	Evangelical Fellowship of Sierra Leone
EXCO	-	Executive Committee
FGM/C	-	Female Genital Mutilation/Cutting
FTC	-	Freetown Teachers' College
FTL	-	Finance Team Leader
FYC	-	Freetown Youth Centre
H.E.	-	His Excellency
MCA	-	Missionary Church of Africa
MOFED	-	Ministry of Finance and Economic Planning
NGO	-	Non-Governmental Organization
PACWA	-	Pan African Christian Women Alliance
REAPS	-	Rapid Engagement in the Acquisition of Practical Skills
Ret. Brig.	-	Retired Brigadier
SDGs	-	Sustainable Development Goals
SGBV	-	Sexual and Gender Based Violence
SLANGO	-	Sierra Leone Association of Non-Governmental Organizations
SLPP	-	Sierra Leone People's Party
SMCs	-	School Management Committees
SWOT	-	Strengths Weaknesses Opportunities and Threats
TECT	-	The Evangelical College of Theology
TVET	-	Technical and Vocational Education and Training
UBC	-	United Brethren in Christ
UN	-	United Nations
UPM	-	United Pentecostal Mission
VSLAs	-	Village Savings and Loan Associations
WASH	-	Water Sanitation and Hygiene
WCSL	-	Wesleyan Church of Sierra Leone
WD	-	Woord En Daad

## FORWARD BY THE PRESIDENT

Strategic planning once every five years has now become a trait of EFSL. This has become necessary for us as an organization since we are seeking for a better future where we manage our limited resources well and tackle threats and uncertainties. We hope by this approach to reap the benefit of current and future opportunities while improving on our capabilities.

This strategic plan is unique in the sense that it is serving as our handing over document to a new set of leaders of this great Fellowship. We shall welcome a new President by 2021 and a new General Secretary/CEO in 2023.

On that note, I call upon all staff members, present and future leaders and volunteers and all stakeholders of this Fellowship to work diligently in ensuring that this plan is always held in view to guide our activities.

I hope and pray that the objectives set forth in this plan will be actualized and consequently our collective vision achieved. May the Lord himself help us through this journey with provisions and all the required resources needed to bring our dream to a reality.

I wish to request that we constantly seek the face of God Almighty for the full realization of the goals and objectives of this document thereby contributing to the socio-economic development of our nation.

PEACE TO EVERYONE.

Rev. Dr. Usman Jesse Fornah

### **ACKNOWLEDGEMENT BY THE GENERAL SECRETARY/CEO**

This strategic plan is the outcome of several consultations, meetings, discussions and retreats between and among the various stakeholders of the Fellowship. While everyone merits acknowledgement, I would specifically like to mention a few individuals and groups whose contributions to the development of this strategic plan was outstanding.

I would like to thank the Executive Committee members of the Fellowship for making the time to participate in the process and providing leadership throughout the development stages of this plan. I would also like to mention the team of dedicated staff who served as the foot soldiers in ensuring this plan was finalized. I particularly mention Rev. Musa Fobay who steered the process to a logical conclusion.

I acknowledge the critical role of our donor partners who have always stood by us and even now have a significant role in partnering with us to achieve our aspirations.

I say thank you to all who participated in the planning retreat in Kenema and the subsequent small group members who met severally to fine tune the plan. I thank you all.

With our collective prayers and support, the good Lord will enable us to achieve this plan to His glory and honor.

I thank you all

Rev. Dr. Jonathan Titus-Williams

**GENERAL SECRETARY/CEO**

## INTRODUCTION

This strategic plan puts forward the aspirations of the Evangelical Fellowship of Sierra Leone (EFSL) for the period 2021 – 2025. It is the result of the collective efforts of key stakeholders of the Fellowship consisting of all cadre of staff, the executive committee (EXCO), the member bodies, project beneficiaries, government representatives, church leaders, volunteers and other parallel church related organizations.

The plan is unique as it seeks to respond appropriately to issues affecting the church, communities and the nation of Sierra Leone as a whole. It is aligned to the Sierra Leone Medium Term National Development Plan for 2019-2023 and ultimately to the UN Agenda for Sustainable Development Goals. (SDGs).

The plan presents our road map into the period 2021 – 2025. We have therefore reviewed our values, vision and mission statements to better outline who we are, what we do, what we stand for, where we hope to go and how we will get there as reflected in our Strategic Development Goals, objectives and strategies.

## BRIEF HISTORY AND ACHIEVEMENTS OF THE EFSL

The Evangelical Fellowship of Sierra Leone (EFSL) was founded on 24<sup>th</sup> August 1959. The founding church denominations were the American Wesleyan Mission (AWM) which is now renamed as the Wesleyan Church of Sierra Leone, the United Brethren in Christ (UBC), the United Pentecostal Mission (UPM), the Assemblies of God (AOG) and the Missionary Church of Africa (MCA). Over the years the membership has grown to over eighty denominations and para-church groups making it the largest church association in the country at present.

In 1977, EFSL was incorporated under the Sierra Leone Company Act and in 1992, registered with the government of Sierra Leone through the Ministry of Finance and Economic Development (MOFED) as a national non-governmental organization (NGO).

Since its inception, EFSL has served as the voice of the evangelicals and the poor in Sierra Leone in matters of justice, peace and good governance. The EFSL has also served the nation by

facilitating the founding of The Evangelical College of Theology (TECT) for the training of church leaders and community workers. It also facilitated the establishment of the Freetown Youth Center (FYC) Project for skills training for youths for the middle level manpower needs of Sierra Leone and also launching the Pan African Christian Women's Alliance (PACWA) for the empowerment of women.

EFSL's major programs have been Church Leaders development, Evangelism and discipleship, basic education and educational infrastructural development, Women's empowerment, water sanitation and hygiene (WASH), inclusive agricultural development, food security and livelihoods, technical and vocational education and training (TVET), Advocacy, Micro finance, child protection & sponsorship, and impact FGM/C integrated. In the last five years, EFSL in partnership with its donor partners also provided relief assistance to Ebola survivors and flood/mudslide affected persons.

The operational focus of EFSL in the last five years has been mainly in the Bonthe and the Port Loko districts for the community based projects and the nation as a whole for church related projects.

## OUR VISION STATEMENT

*A leading Christian voice, impacting the church, communities and the nation of Sierra Leone*

## OUR MISSION STATEMENT

*EFSL exists to build healthy churches and productive communities for the transformation of Sierra Leone*

## OUR CORE VALUES

EFSL is committed to the tenets of the Christian faith and upholds the following core values which guide the way we conduct our services to all:

- **CHRISTIAN IDENTITY:** We maintain our Christian identity in our services to members, partners and beneficiaries
- **HOLISTIC MINISTRY:** We are passionate in reaching our communities with the whole gospel for the whole person through the church
- **TRUSTWORTHINESS:** We are a credible and trusted organization, judicious in the use of resources entrusted to our care and accountable for them
- **PRAYER:** We are an organization that believe in prayers and mobilizes its members to prayer regularly. We aspire to be a house of prayer for nations.
- **UNITY:** We focus on unity in diversity where we appreciate and complement each other's diverse skills, gifts and background and reflect inclusiveness by race, gender and geography
- **EXCELLENCE:** Whatever we do, we do wholeheartedly to the best of our ability and produce results/impacts for the glory of God
- **EQUIPPING:** We equip the saints for ministry and help them operate in their spiritual gifts

## OUR WORK ENVIRONMENT

EFSL has been operating in Sierra Leone for over sixty years. Over this period, a lot of changes have taken place. Realizing the reality of the rapid changes in our working context, it is important that we examine our current trends to help us plan for the future. The following therefore gives us a résumé of our current work environment.

### ECCLESIASTICAL

The church in Sierra Leone is growing and expanding in terms of number as new ministries emerge on a daily basis. Missionary efforts by Sierra Leonean Ministers and evangelists are increasing and some with international recognition. However, low level of discipleship, unhealthy church competition, commercialization of the gospel, Syncretism and attaching high-ranking ecclesiastical titles and designations are very noticeable.

### POLITICAL

In 2018, the Sierra Leone People's Party (SLPP) led government ascended to power under the Presidency of H.E. Ret. Brig. Julius Maada Bio. The Free Quality Education has been the SLPP flagship programme, serving as a base for enhancing human capital development of citizens and potentially leading to the transformation of the economy. The government has been implementing the medium term national development plan as means to attaining middle income country status by 2035. At the local community levels, the central government has devolved some of its functions to nineteen local councils and one hundred and ninety chiefdom councils in predominantly rural areas. The political landscape is particularly challenged by a population that is fragmented along political, regional and ethnic lines thus posing a threat to our national cohesiveness.

### ECONOMIC

The mining sector is stagnant, large part of the population are engaged in subsistence farming and the economy largely controlled by foreign nationals. Most people are somehow engaged in



vulnerable employment with no guarantee of a regular salary. There are emerging local industries producing basic commodities.

## **SOCIAL**

A large proportion of the national population of Sierra Leone is made up people in the youth age strata. These youngsters however have limited educational and vocational training which limits the possibility of absorbing them into the formal labour market. Similarly, women form 51% of the national population but have limited roles in decision making in the home, community and national level due to the culture of male dominance. Early marriage, teenage pregnancy and gender inequality are high.

## **TECHNOLOGICAL**

The mobile telecommunication companies are thriving but there is unchecked buildup of the use of social media for hate speeches by defenders of political parties. This reckless use of the social media is fueling hatred, tribalism, regionalism, abominable obscenities, glaring indecency, community unrest, senseless deaths and moral ineptitude to make political gains.

## **ENVIRONMENTAL**

Human activities in the country have contributed greatly to the routine flash flooding experienced almost on an annual basis. Mining communities are particularly prone to vegetation loss, degradation of farm land and river segmentation. Prior to the emergence of the global covid-19 pandemic, the national government instituted a monthly cleaning exercise to improve public hygiene.

## **OUR STRATEGIC ISSUES**

### **1. FOOD SECURITY AND QUALITY OF LIFE FOR RURAL PEOPLE**

***Critical Issues:*** Poor food security, low income earning for farmers and communities, subsistence farming, use of crude farming tools and skills, inadequate food processing and storage.

### **2. QUALITY EDUCATION AND EMPOWERMENT OF YOUNG PEOPLE IN SIERRA LEONE IN SIERRA LEONE**

**Critical Issues:** inadequate infrastructure, low access to schools, low enrolment and completion rates of students, scarcity of trained teachers, limited pedagogical and didactic materials and limited WASH facilities.

### **3. GENDER EQUALITY AND CHILD DEVELOPMENT IN SIERRA LEONE**

**Critical Issues:** gender inequality, sexual and gender based violence, male dominance, child abuse, female genital mutilation/cutting (FGM/C)

### **4. SAFE ENVIRONMENT FOR FAMILIES AND ERADICATION OF SGBV**

**Critical Issues:** See above

### **5. RESOURCES MOBILIZATION FOR THE DEVELOPMENT AND OPERATIONS OF EFSL**

**Critical Issues:** emergence of donor fatigue, poor local financial base, limited funding partners

### **6. MOBILIZATION AND EQUIPPING OF THE CHURCH FOR EVANGELISM DISCIPLESHIP AND LEADERSHIP DEVELOPMENT IN SIERRA LEONE**

**Critical Issues:** poor data on churches, low Christian population, poor discipleship, church leadership crisis

### **7. DISASTER MANAGEMENT PREPAREDNESS**

**Critical Issues:** High prevalence of disasters, Nonexistence of disaster preparedness plan, late response to emergencies.

## **SWOT ANALYSIS**

The following strengths, Weaknesses, opportunities and threats were considered existent in EFSL's internal and external environments:

INTERNAL	
STRENGTHS	WEAKNESSES
EFSL enjoys good collaboration and partnership relationship with other local and international partners	High external donor dependency weakening the local fund development base of EFSL
EFSL has a capable human resource base both from the staff team and member bodies.	Women and youths have low priority in EFSL ministry
EFSL enjoys the goodwill of the government and partners.	Dwindling commitment of some member bodies to EFSL activities
EFSL has an enviable and stable governance structure	The supervisory role of the exco has been weak.
EFSL has proven to be effective, accountable and transparent in its operations.	EFSL somehow slow in addressing national issues.
EXTERNAL	
OPPORTUNITIES	THREATS
High level of religious tolerance in the nation paving the way for evangelistic activities to unreached areas.	External donor fatigue is imminent
There are investment opportunities in the country to leverage on for local fund development	Unfavorable government policies
The media and technological space is open for EFSL to advance its course.	The frequent national disasters and pandemics causing havocs.
	Shocks emanating from EFSL leadership transition
	Unhealthy competition and rivalry in the churches.

## OUR GOALS, OBJECTIVES AND STRATEGIES

As a result of the strategic planning process, seven goals with their corresponding objectives and strategies emerged which will form the direction which the EFSL will pursue in the next five years

### GOAL 1: Increased food security for communities and improved quality of life for rural farmers

To actualize this goal, we will seek to fulfil the following objectives and strategies:

#### OBJECTIVES

1. Increase food production among 1,400 households in rural communities by 2025
2. 1,400 Farmers adopt improved agronomic practices by 2025

3. 1,400 Farmers and community members have increased income status and savings in five years
4. 1,400 rural households and farmers cultivate crops and apply value addition on produce by 2025

## **STRATEGIES**

- 1.1 Capacity building through training for households and farmers in basic agronomy
- 1.2 Establishing community/farmers cooperatives/VSLAs in the operational communities.
- 1.3 Provision of agricultural inputs (tools, seeds and implements) to farmers

## **GOAL 2: Youngsters have increased access to basic quality education and market relevant**

### **TVET skills**

This goal will be achieved by the following objectives and strategies

#### **Objectives:**

1. Build and furnish 10 6- classrooms structures and rehabilitate 5 others by 2025.
2. 500 teacher are trained to deliver quality teaching to pupils/students
3. 300 youths receive employable market driven TVET skills by 2025
4. 300 youths are linked to the job Booster programme and employers/employing agencies

#### **STRATEGIES:**

- 2.1 Training of educational stakeholders (CTAs, SMCs, teachers, students and parent)
- 2.2 Awareness raising on education in operational communities
- 2.3 Provision of teaching and learning materials to schools
- 2.4 Support teacher training through the FTC distance education Programme
- 2.5 Linking students with employers
- 2.6 Promote child sponsorship for marginalized children
- 2.7 Training of trainers actions

## **GOAL 3: Promote gender equality, child development and minimize SGBV at community and national levels**

We will pursue this goal through the following objectives and strategies

**OBJECTIVES**

1. Ensure 1,000 men, 2,000 women and 500 children have equal opportunity to participate in family, public and community life
2. 1,000 children's right to survival, protection, development and participation is guaranteed by 2025.
3. Capacity of 1,000 women are improved to earn and/or get dignified work by 2025
4. Contribute to eliminating at least 300 SGBV and gender inequality issues in communities by 2025,
5. Protect 500 children against child marriages and harm (FGM, trafficking) by 2025

**STRATEGIES:**

1. Awareness raising for stakeholders on gender issues and child development in our operational areas
2. Advocate for the enforcement of existing gender based laws and structures in communities
3. Train women in income generation skills, SGBV and child protection related issues
4. Partner with other like-minded organizations to address gender issues
5. Train households and stakeholders on safe environment, SGBV and transforming masculinity

**GOAL 4: Resources mobilized for the development and operations of EFSL for effective service delivery**

We will deliver on this goal when we fulfill the following objectives and strategies:

**Objectives:**

1. Raise Le. 251,000,000 (5%) of operational cost of EFSL locally every year
2. Collect at least Le. 41,000,000 (80%) of membership dues every year
3. Develop the capacity of EFSL governing organ (the executive committee)

**Strategies:**

1. Provide at least one Governance and inception training for every new board/exco
2. Develop a winning proposal for institutional development every year

3. Send monthly reminder to member bodies showing outstanding dues of all members
4. Investing in printing services
5. Building a multi-purpose and resource centre
6. Offering consultancy services
7. Diversification of our local donor base

#### **GOAL 5: ENSURE COMMUNITIES AND SCHOOLS HAVE ACCESS TO HEALTH AND WASH SERVICES**

We will pursue this goal through the following objectives and strategies:

##### **OBJECTIVES:**

1. Construct 25 safe hand dug water wells in 25 rural communities
2. Construct 15 hand dug water wells in 15 schools in Bonthe district
3. 500 households adopt improved hygiene practices
4. 750 Girls maintain proper menstrual hygiene practices in project communities

##### **STRATEGIES:**

1. Use private contractors to construct safe hand dug wells in schools and communities
2. Train Community people on water management, sustainability, hygiene etc.
3. Purchase disposable/reusable sanitary towels from local suppliers or REAPS to support girls menstrual hygiene.

#### **GOAL 6: MOBILIZE AND EQUIP THE CHURCH FOR EVANGELISM, DISCIPLESHIP AND LEADERSHIP DEVELOPMENT IN SIERRA LEONE**

This goal will be pursued through the following objectives and strategies

##### **OBJECTIVES:**

1. 25 small rural churches successfully roofed with basic roofing material aid from EFSL

2. Capacity of at least 120 rural pastors developed to promote evangelism, discipleship and Leadership skills.
3. EFSL EXCO and council execute succession plan for General Secretary and other key executive member positions in EFSL by 2023.
4. Support 10 churches in church planting in unreached areas of the country.
5. Build the capacity of 500 pastors and church workers for effective leadership in ministry.

#### **STRATEGIES:**

1. Trainings
2. Supply of basic roofing material
3. Pastors conferences and seminars
4. Engagement with member bodies

#### **GOAL7: ENSURE DISASTER MANAGEMENT PREPAREDNESS IN PLACE**

##### **OBJECTIVES**

This goal will be realized when the following objectives and strategies are actualized:

1. A readymade contingency plan for disaster risk management developed by 2021
2. A minimum of Le. 125,500,000 (2.5% of operational cost) fund reserved for the management of emergencies/disasters established.
3. Mitigate the impact of disaster and build community resilience in five (5) disaster prone communities in EFSL operational communities

##### **STRATEGIES**

1. Awareness raising on disaster prevention in communities
2. Advocate for/with disaster affected communities if it occurs
3. Collaboration with other partners in cases of flooding, land/mudslide, epidemics, etc.

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graph TD
    GA[GENERAL ASSEMBLY] --- C[COUNCIL]
    C --- GB[GOVERNING BOARD]
    GB <--> CEO[CEO]
    CEO <--> PT[Project Teams]
    CEO <--> PLE[Project Leaders]
    CEO <--> PPE[Project and Program Experts]
    PLE <--> PT
    PPE <--> PT
    PT --- CPT[Community Project Teams]
    PT --- CChT[Church Project Teams]
    PT --- EA[External Actors]
    PT --- PPE_list[Communication, Domestic Fundraising, PMEL, Finance, Project and Program Experts]
    CEO <--> FSR[Flexible Shell Resources]
    FSR <--> HR[Human Resource]
    FSR <--> F[Finance]
    FSR <--> L[Logistics]
    FSR <--> IT[Information Technology]
    FSR <--> EC[External Communications]
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ACTIVITY	TIME FRAME					LEAD PERSON OR TEAM	RESOURCES REQUIRED	COST	ANTICIPATED RESULTS
	2021	2022	2023	2024	2025				
Goal 1 Increased food security for communities and improved quality of life for rural farmers									
OBJECTIVE 1 Increase food production among 800 households in rural communities by 2025	300	300	500	500	500	Francis Bundor	Staff Agricultural inputs Training Materials	Le. 2,488,000,000	Residents in Project locations are food secured
OBJECTIVE 2 800 Farmers adopt improved agronomic practices by 2025	300	300	500	500	500	Francis Bundor	Training Materials		Increased crop yield and Productivity
OBJECTIVE 3 800 Farmers and community members have increased income status and savings in five years	300	300	500	500	500	Francis Bundor	Staff Metal boxes Stationeries		Farmers have increased access to finance  Beneficiaries able to save money
OBJECTIVE 4 800 rural households and farmers cultivate crops and apply value addition on produce by 2025	300	300	500	500	500	Francis Bundor	7 Cassava processing Machines Training		Higher crop yields and increased income of farmers
Goal 2: Youngsters have increased access to basic quality education and market relevant TVET skills									
OBJECTIVE 1a: Build 10 6-classrooms structures by 2025.	2	2	2	2	2	Gadiru Bassie	Staff Cement CI-sheets Iron Rod Paint	3,152,500,000	Increased school access

							Sand and Stone				
<b>OBJECTIVE 1b:</b> Rehabilitate and furnish 5 schools by 2025.	1	1	1	1	1	Gadiru Bassie	Staff Cement CI-sheets Iron Rod Paint Sand and Stone	3,152,500,000	Increased school access		Gadi
<b>OBJECTIVE 2</b> 500 teacher are trained to deliver quality teaching to pupils/students	100	200	200	0	0	Gadiru Bassie	Registration fees Tuition Fees	925,000,000	Increased number of trained teachers		
<b>OBJECTIVE 3</b> 300 youths receive employable market driven TVET skills by 2025	50	50	70	70	60	Alex K. Thomas	Infrastructure and services of TVET teachers	SLL 30m x 12months x 5 years =SLL 1.8b	Youths are trained in employable market driven skills.		
<b>OBJECTIVE 4</b> 300 youths are linked to the job Booster programme and employers/employing agencies	0	50	100	100	50	Alex K. Thomas	Industrial networks, dedicated staff	SLL 5m x 12 months x 5 years= SLL 300 m	employable youths are linked with employers and decent jobs secured.		
<b>Goal 3: Promote gender equality, child development and minimize SGBV at community and national</b>											
<b>OBJECTIVE 1a</b> 1000 men have equal opportunity to participate in family, public and community life	200	200	200	200	200	Mariam Rollings-Kamara	Training Resources	Le. 25 M	Increased men's participation in family and public life		

<b>OBJECTIVE 1b</b> 2000 women have equal opportunity to participate in family, public and community life	400	400	400	400	400	Mariam Rollings-Kamara		Le. 50 M	Increased women's participation in family and public life
<b>OBJECTIVE 1c</b> 500 children have equal opportunity to participate in family, public and community life	100	100	100	100	100	Mariam Rollings-Kamara		Le. 12.5 M	Increased children's participation in family and public life
<b>OBJECTIVE 2</b> 1,000 children's right to survival, protection, development and participation is guaranteed by 2025.	200 Chrn	200 Chrn	200 Chrn	200 Chrn	200 Chrn	Project Leader/Team PACWA	New Proposal/Funding	\$30,000	Existence of strong advocacy network Implementations of Child Right Policies within communities Targeted children benefited from project implementation
<b>OBJECTIVE 3</b> Capacity of 1,000 women are improved to earn and/or get dignified work by 2025	200	200	200	200	200	Project Leader/Team PACWA	Existing Project & New Proposals	\$50,000	Targeted beneficiaries will gain knowledge on sustainable entrepreneurship, owned and managed their own business. Improved livelihood condition for women household heads

<b>OBJECTIVE 4</b> Contribute to eliminating at least 300 SGBV and gender inequality issues in communities by 2025,	50	50	50	50	100	Project Leader/Team PACWA	Existing Project & New Proposals	\$12,000	Stronger partnership and collaboration with allies Evidences of cases/issues jointly prosecuted
<b>OBJECTIVE 5</b> Protect 500 children against child marriages and harm (FGM, trafficking) by 2025	100 Chrn	100 Chrn	100 Chrn	100 Chrn	100 Chrn	Project Leader/Team PACWA	Existing Project & New proposals	\$10,000	Men taking the lead to speak out and engage other men on SGBV issues. By-Laws on SGBV prevention developed and implemented within communities Reduction of early marriage, FGM & child trafficking
<b>Goal 4: Resources mobilized for the development and operations of EFSL for effective service delivery</b>									
<b>OBJECTIVE 1</b> Raise Le. 251 million (5%) of operational cost of EFSL locally every year	251 M	263.55 M	276.73M	290.56M	305.1M	FTL	Fund Raising Focal person	Le. 15 M	
<b>OBJECTIVE 2</b> Collect at least Le. 41 Million (80%) of membership dues every year	41M	45.1M	49.61M	54.57M	60M	FTL/CEA			
<b>OBJECTIVE 3</b> Develop the capacity of the EFSL governing organ (the executive committee)	1 Board orientation	-	1 Board orientation	-	1 Board orientation	HR			

Goal 5 ENSURE COMMUNITIES AND SCHOOLS HAVE ACCESS TO HEALTH AND WASH SERVICES									
OBJECTIVE 1 Construct 50 safe hand dug water wells in 50 rural communities	7	8	10	12	13	Gadiru Bassie	Staff Hand Pump Iron rod Cement		
OBJECTIVE 2 Construct 25 hand dug water wells in 25 schools in Bonthe district	5	5	5	5	5	Gadiru Bassie	Hand Pumps Iron rod Cement		
OBJECTIVE 3 500 households adopt improved hygiene practices	75	80	100	115	130	Gadiru Bassie	IEC Materials, Staff Refreshment		
OBJECTIVE 4 750 Girls maintain proper menstrual hygiene practices in project communities	80	100	120	200	250	Gadiru Bassie	Staff Training Manual Sanitary Kits	Le 50,000,000	
Goal 6 MOBILIZE AND EQUIP THE CHURCH FOR EVANGELISM DISCIPLESHIP AND LEADERSHIP									
OBJECTIVE 1 25 small rural churches successfully roofed with basic roofing material aid from EFSL	5	5	5	5	5	CEA Leader	CI Sheets Nails Cash	Le. 70 M	Rural churches constructed
OBJECTIVE 2 Capacity of at least 120 rural pastors developed to promote evangelism, discipleship and Leadership skills.	24	24	24	24	24	CEA Leader	Materials Transportation Food Lodging	Le. 35 M	Rural Pastors are equipped for ministry
OBJECTIVE 3	1 plan implement	--	1 plan implemented for	-	1 plan implemented for	Council/AGM	Meeting venues, Food and Lodging	Le. 25M	Smooth leadership transition

EFSL EXCO and council execute succession plans for General Secretary and other key executive member positions in EFSL by 2023.	ed for President		General Secretary		exco members				
OBJECTIVE 4 Support 10 churches in church planting in unreached areas of the country.	2	2	2	2	2	CEA Leader	Church planting materials, Personnel and transportation	Le. 50 M	Churches are planted in unreached areas.
OBJECTIVE 5 Build the capacity of 500 pastors and church workers for effective leadership in ministry.	100	100	100	100	100	CEA Leader	Training materials/Books	Le. 25 M	Strong church leaders are developed
<b>Goal 7: ENSURE DISASTER MANAGEMENT PREPAREDNESS IN PLACE</b>									
OBJECTIVE 1 A readymade contingency plan for disaster risk management developed by 2021	1 completed plan available	-	-	-	-	Gadiru Bassie	Planning tools, Venue for planning & Food for planning	Le. 3.5 M	Risk mitigation Plan developed
OBJECTIVE 2 A minimum of 125, 500,000 (2.5% of operational cost) Leones reserved funds for the management of emergencies/disasters established.	125.5M	125.5 M	125.5 M	125.5M	125.5M	Gadiru Bassie	Cash reserve	Le 627.5M	Reserved fund available for disasters
OBJECTIVE 3 Mitigate the impact of disaster and build community resilience in five	Le. 125.5M (2.5% of operational cost.	Le 125.5 M (2.5% of	125.5 M (2.5% of	125.5M (2.5% of operati	125.5M	Gadiru Bassie	Cash reserve	Le 627.5M	Risks are mitigated

(5) disaster prone communities in EFSL operational communities		operational cost)	operational cost)	onal cost)	(2.5% of operational cost)				