SECTION 1 — TITLE PAGE

FOUNDATION FOR EDUCATION AND DEVELOPMENT INITIATIVES (FEDI)

PROJECT PROPOSAL FOR FUNDING

Construction of Skills Development Academy and Medical/Nursing Centre

Sierra Leone

Submitted by:

Foundation for Education and Development Initiatives (FEDI)
Email: ikamara81@yahoo.com
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Submitted to:

[Insert Donor / Organisation Name]

Date:

[Insert Date]

Project Duration:

12 Months (Construction Phase)

Total Funding Requested:

£148,500

Organisation Type:

Non-profit, Non-political, Non-religious Development Organisation

Country of Implementation:

Sierra Leone

Project Location:

[Insert District / Community Name]

Contact Person:

[Insert Name]
Executive Director, FEDI

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SECTION 2 — COVER LETTER

[Insert Date] [Insert

Donor/Organisation Name]
[Insert Donor Address Line 1]

Dear Sir/Madam,

RE: Funding Request for the Construction of a Skills Development Academy and Medical/Nursing Centre in Sierra Leone

On behalf of the **Foundation for Education and Development Initiatives (FEDI)**, I am pleased to submit this comprehensive project proposal seeking financial support for the **Construction of a Skills Development Academy and Medical/Nursing Centre** in Sierra Leone.

FEDI is a registered, non-profit, non-political, and non-religious organisation committed to advancing **education, healthcare, community empowerment, and sustainable development**. Guided by our Constitution, we work to promote equitable access to learning opportunities, strengthen community health systems, and support vulnerable populations through evidence-based interventions and inclusive development practices.

This proposed project aims to address two critical national challenges:

- **The urgent need for employable skills among youth and women**, and
- **The shortage of trained nurses and community health workers**, particularly in underserved rural communities.

The Skills Development Academy will provide vocational, technical, and ICT training, while the Medical/Nursing Centre will serve as a training hub for nurses, midwives, and community health practitioners. Together, these facilities will contribute to long-term human capital development, improved health outcomes, and enhanced socio-economic resilience.

We are requesting **£148,500** to support the full construction, equipping, and commissioning of the two facilities. This proposal includes:

- A detailed project narrative, A full Bill of Quantities (BOQ), A Gantt chart (construction timeline), A theory of change, A log frame (LFA), A 3-year sustainability plan, A comprehensive fundraising strategy, A complete budget and justification

Your support will enable FEDI to transform this vision into a sustainable, community-driven development initiative that will benefit thousands of young people, women, and vulnerable households for generations.

We appreciate your consideration of this proposal and welcome the opportunity to discuss it further. Please feel free to contact us at **+232 78 434 862 / +232 80 461 042** or via email at **ikamara81@yahoo.com**.

Thank you for your commitment to development and for considering this partnership opportunity.

Yours faithfully,
[Insert Name]
Executive Director
Foundation for Education and Development Initiatives (FEDI)
Sierra Leone

SECTION 3 — EXECUTIVE SUMMARY

The **Foundation for Education and Development Initiatives (FEDI)** respectfully submits this proposal seeking **£148,500** to support the **construction, equipping, and commissioning** of a **Skills Development Academy and Medical/Nursing Centre** in Sierra Leone. This integrated development initiative aims to address two of the country's most pressing challenges: the lack of employable skills among youth and women, and the acute shortage of trained nurses and community health workers in underserved communities.

Sierra Leone continues to face significant socio-economic constraints, including high youth unemployment, limited access to vocational training, and persistent gaps in healthcare delivery. These challenges are particularly severe in rural and peri-urban communities, where opportunities for skills development and professional training are scarce. The proposed project directly responds to these gaps by establishing a dual-purpose facility that will serve as a **centre of excellence for vocational skills training** and a **hub for medical and nursing education**.

The **Skills Development Academy** will offer training in ICT, tailoring, carpentry, entrepreneurship, and other market-relevant skills. The **Medical/Nursing Centre** will provide structured training for nurses, midwives, and community health workers, contributing to improved healthcare delivery and community resilience. Together, these facilities will empower young people, women, and vulnerable groups with the skills and knowledge needed to secure sustainable livelihoods and contribute to national development.

The project aligns with FEDI's constitutional mandate to promote **education, healthcare, community empowerment, and sustainable socio-economic development**. It also supports national priorities outlined in Sierra Leone's Medium-Term National Development Plan (2019–2023), which emphasises human capital development, youth empowerment, and improved health systems.

The proposed intervention will be implemented over a **12-month period**, covering:

- Site preparation and groundwork
- Construction of the Academy and Medical/Nursing Centre

- Installation of solar power and WASH facilities
- Procurement of furniture, ICT equipment, skills training tools, and medical training kits
- Landscaping, fencing, and external works
- Commissioning and handover

A comprehensive **Bill of Quantities (BOQ)**, **Gantt chart**, **logframe**, **theory of change**, **sustainability plan**, and **fundraising strategy** are included in this proposal to demonstrate feasibility, accountability, and long-term viability.

The total project cost is **£148,500**, which covers construction, equipment, professional fees, project management, and a 10% contingency. FEDI will contribute in-kind support through community mobilisation, volunteer labour, and local partnerships.

This project will directly benefit:

- Youth seeking employable skills
- Women seeking economic empowerment
- Aspiring nurses and community health workers
- Vulnerable households in the surrounding communities
- Local health facilities through improved human resources

Indirect beneficiaries will include families, employers, and the wider community who will gain from improved health services and increased economic activity.

By investing in this project, donors will contribute to a transformative initiative that strengthens human capital, enhances healthcare delivery, and promotes sustainable development in Sierra Leone. FEDI is committed to transparency, accountability, and community-driven development, and stands ready to implement this project with excellence.

SECTION 4 — ORGANISATIONAL PROFILE

4.1 Introduction to FEDI

The Foundation for Education and Development Initiatives (FEDI) is a registered, non-profit, non-political, and non-religious organisation operating in Sierra Leone with a strong commitment to advancing human development. Established with a clear mandate to promote human dignity, social justice, equitable access to education, improved healthcare, and sustainable socio-economic development, FEDI has grown into a respected institution within the development sector. These commitments are firmly embedded in the organisation's Constitution, which serves as the supreme guiding framework for all policies, programmes, and institutional engagements.

FEDI's work is grounded in the belief that education and health are foundational pillars of human progress. The organisation recognises that communities thrive when they have access to quality learning opportunities, functional and responsive health systems, and sustainable livelihood pathways. This philosophy shapes FEDI's approach to programme design and implementation, ensuring that interventions are people-centred, inclusive, and aligned with long-term community aspirations.

4.2 Vision, Mission, and Core Values

Vision

To build empowered, healthy, and educated communities where individuals enjoy equitable access to opportunities that promote sustainable socio-economic development and an improved quality of life.

Mission

To advance inclusive and sustainable development through quality education, accessible healthcare, improved sanitation, humanitarian services, institutional strengthening, and evidence-based research that enhances community resilience and human wellbeing.

Core Values

FEDI is guided by a set of core values that shape its organisational culture, decision-making processes, and programme implementation strategies. These include:

- Integrity and accountability
- Equity and inclusiveness
- Respect for human dignity
- Professional excellence
- Transparency and responsible stewardship
- Innovation and learning
- Collaboration and partnership

These values ensure that FEDI's work remains ethical, community-driven, and aligned with global standards of development practice.

4.3 Legal Status and Governance

FEDI is legally constituted as a non-profit charitable organisation in Sierra Leone. In accordance with its Constitution:

- The organisation possesses full legal personality, enabling it to enter contracts, acquire property, and undertake lawful financial and administrative transactions.
- It is governed by a Board of Trustees/Governing Board responsible for strategic direction, oversight, policy approval, and institutional accountability.
- The Board comprises a Chairperson, Vice Chairperson, Secretary, Treasurer, Programme Director, and additional members with relevant professional expertise.
- Day-to-day operations are managed by an Executive Director, supported by a functional Secretariat responsible for programmes, finance, administration, partnerships, communications, monitoring, and evaluation.

This governance structure ensures transparency, accountability, and effective programme delivery, while maintaining strong oversight and strategic alignment with FEDI's mission.

4.4 Programme Areas

FEDI implements a diverse portfolio of programmes across several thematic areas, reflecting its holistic approach to community development. These include:

- Education and Skills Development
- Health and Nutrition

- Water, Sanitation, and Hygiene (WASH)
- Youth and Women Empowerment
- Climate Resilience and Environmental Sustainability
- Governance and Social Accountability
- Humanitarian Assistance
- Research, Monitoring, Evaluation, and Learning

These programme areas are closely aligned with national development priorities and global frameworks such as the Sustainable Development Goals (SDGs), ensuring that FEDI's work contributes meaningfully to broader development outcomes.

4.5 Organisational Experience and Achievements

FEDI has established a strong track record of designing and implementing community-based education and health programmes that address the needs of vulnerable populations. The organisation has supported households through targeted humanitarian interventions, facilitated youth empowerment and skills development initiatives, and conducted research, baseline assessments, and community consultations to inform evidence-based programming.

FEDI has also built productive partnerships with government agencies, NGOs, academic institutions, and community-based organisations, enabling collaborative and coordinated development efforts. Its commitment to gender equality, safeguarding, and inclusive development practices further strengthens its credibility and operational effectiveness.

This extensive experience positions FEDI well to implement a large-scale infrastructure project such as the proposed Skills Development Academy and Medical/Nursing Centre, ensuring both technical competence and community acceptance.

4.6 Institutional Capacity

FEDI's institutional capacity is reinforced by several key strengths:

- A competent leadership team with expertise in education, health, development management, and community engagement
- A functional Secretariat with dedicated departments for programmes, finance, administration, partnerships, communications, and monitoring and evaluation
- Established financial management systems, including internal controls, authorised signatories, and annual audits
- A strong network of community volunteers and local partners who support mobilisation and outreach
- A firm commitment to safeguarding, anti-corruption, gender equality, and data protection

These capacities ensure that FEDI can manage donor funds responsibly, deliver high-quality programmes, and maintain strong accountability mechanisms.

4.7 Alignment with National and Global Priorities

The proposed project aligns directly with Sierra Leone's Medium-Term National Development Plan (2019–2023) and contributes to several key Sustainable Development Goals, including:

- **SDG 3:** Good Health and Well-Being
- **SDG 4:** Quality Education
- **SDG 5:** Gender Equality
- **SDG 8:** Decent Work and Economic Growth
- **SDG 10:** Reduced Inequalities

By investing in education and health infrastructure, FEDI contributes to long-term human development, economic empowerment, and social inclusion, supporting both national aspirations and global commitments.

SECTION 5 — NEEDS ASSESSMENT

5.1 Introduction

Sierra Leone continues to face significant development challenges in the areas of education, skills development, healthcare delivery, and youth employment. Although the country has made notable progress since the end of the civil war, deep-rooted structural inequalities and systemic gaps persist, particularly in rural and peri-urban communities where access to essential services remains limited. The proposed Skills Development Academy and Medical/Nursing Centre directly responds to these challenges by addressing the underlying causes of unemployment, low human capital, and inadequate health services.

This needs assessment draws on national development reports, sector analyses, community consultations, and FEDI's extensive field experience. Together, these sources demonstrate the urgency, relevance, and transformative potential of the proposed intervention.

5.2 National Context

5.2.1 Education and Skills Development Challenges

Sierra Leone's education and skills development landscape faces multiple constraints that hinder economic mobility and social progress. National statistics reveal that over 60% of young people are unemployed or underemployed (Statistics Sierra Leone, 2022), reflecting a labour market unable to absorb the growing youth population. Employers consistently report a significant skills mismatch, noting that many graduates lack practical, job-ready competencies (World Bank, 2021).

Rural communities are particularly disadvantaged, with few or no accredited vocational training centres, leaving young people without viable pathways to employment. ICT literacy remains extremely low, with only 15% of youth having access to ICT training (UNDP, 2020). These challenges reinforce cycles of poverty, dependency, and limited economic opportunity.

5.2.2 Healthcare and Human Resources Challenges

The health sector in Sierra Leone remains fragile and overstretched. The country has fewer than three nurses per 10,000 people (WHO, 2021), far below global minimum standards. Maternal and child mortality rates remain among the highest in the world, reflecting gaps in both service delivery and workforce capacity.

Existing nursing and midwifery schools are overcrowded and under-resourced, limiting the number of new health workers entering the system. Rural communities face even greater shortages, with many clinics operating without trained personnel. The COVID-19 pandemic further exposed systemic weaknesses, underscoring the urgent need for a stronger, more resilient health workforce.

5.3 Community Level Needs

FEDI conducted extensive community consultations in the proposed project area, engaging traditional leaders, youth groups, women's associations, local health workers, teachers, and school administrators. These consultations revealed several critical needs:

- High demand for vocational skills training, especially among youth and women
- Limited access to ICT training, hindering digital inclusion
- Strong interest in nursing and community health training, particularly among young women
- Lack of local training centres, forcing learners to travel long distances
- Poor health service coverage, with communities relying on overstretched facilities
- High school dropout rates due to poverty and lack of alternative learning pathways

These findings confirm the need for a dual-purpose training facility that addresses both education and health workforce gaps in a sustainable and community-centred manner.

5.4 Gender-Specific Needs

Women and girls in Sierra Leone face unique and persistent barriers that limit their access to education, skills training, and economic opportunities. Cultural norms and household responsibilities often restrict their participation in training programmes. Women experience higher unemployment rates than men and are disproportionately vulnerable to poverty and exploitation.

In rural areas, limited access to maternal health services further compounds these challenges. The proposed project will address these gender-specific needs by prioritising women's enrolment in skills and nursing programmes, providing safe and inclusive learning environments, and promoting gender equality and empowerment across all project components.

5.5 Youth-Specific Needs

Youth make up more than 60% of Sierra Leone's population, yet they face some of the most significant development challenges. Many lack employable skills, have limited access to training centres, and experience high levels of frustration and social exclusion. These conditions increase vulnerability to crime, irregular migration, and exploitation.

The Skills Development Academy will respond to these needs by offering market-relevant vocational training, entrepreneurship and business development support, ICT literacy and digital skills, and clear pathways to employment and self-employment. This will contribute to reducing youth unemployment and strengthening social stability.

5.6 Health System Needs

The national health system urgently requires a larger and better-trained workforce. Key needs include:

- More trained nurses and midwives
- Better equipped training facilities

- Community health workers to support rural clinics
- Improved maternal and child health services
- Strengthened emergency response capacity

The proposed Medical/Nursing Centre will help address these gaps by training new cohorts of nurses and community health workers, providing practical skills through simulation laboratories, strengthening local health systems, and supporting national health workforce development goals.

5.7 Infrastructure Gaps

The project area lacks essential infrastructure required for effective education and health training. Identified gaps include:

- Purpose-built training facilities
- Adequate classrooms and workshops
- ICT laboratories
- Nursing skills laboratories
- Reliable electricity supply
- Safe water and sanitation facilities

The proposed infrastructure will address these gaps by establishing a sustainable, multi-purpose development hub that supports both skills training and health workforce development.

5.8 Alignment with National Priorities

The proposed project aligns strongly with national and global development priorities, including:

- Sierra Leone's Medium-Term National Development Plan (2019–2023)
- The Human Capital Development Agenda
- The National Youth Policy
- The National Health Sector Strategic Plan
- Sustainable Development Goals (SDGs) 3, 4, 5, 8, and 10

This alignment enhances the project's relevance, strengthens opportunities for partnership, and increases its potential for co-funding and long-term sustainability.

5.9 Summary of Needs

The needs assessment clearly demonstrates that:

- There is a critical shortage of skills training opportunities.
- The health workforce gap is severe and persistent.
- Youth and women lack viable pathways to employment.
- Communities require accessible, high-quality training facilities.
- The proposed project is timely, relevant, and transformative.

By addressing these interconnected needs, the Skills Development Academy and Medical/Nursing Centre will contribute significantly to human capital development, economic empowerment, and improved health outcomes in Sierra Leone.

SECTION 6 — PROJECT JUSTIFICATION

6.1 Introduction

The justification for establishing the Skills Development Academy and Medical/Nursing Centre is rooted in the urgent and well-documented need to address several persistent development challenges facing Sierra Leone. The country continues to grapple with high levels of youth unemployment, widespread skills shortages, and limited access to quality vocational and professional training opportunities. At the same time, the national health system remains fragile, with shortages of trained health personnel, inadequate training infrastructure, and significant gaps in service delivery—particularly in underserved communities.

These challenges are consistently highlighted in national development plans, sectoral assessments, and international reports, all of which emphasise the need for targeted investments in human capital development. The proposed project directly responds to these priorities by offering a strategic, sustainable, and community-driven solution that strengthens both the education and health sectors. By equipping young people with market-relevant skills and expanding access to professional health training, the initiative contributes to national goals of economic empowerment, improved health outcomes, and poverty reduction.

Furthermore, the project aligns with global development frameworks, including the Sustainable Development Goals (SDGs), particularly those related to quality education, decent work, gender equality, and good health and well-being. Through its integrated approach, the Skills Development Academy and Medical/Nursing Centre will not only address immediate community needs but also create long-term pathways for social and economic transformation.

6.2 Addressing Youth Unemployment and Skills Gaps

Sierra Leone continues to face a critical challenge in the form of widespread youth unemployment, one of the highest in West Africa. According to Statistics Sierra Leone (2022), more than 60% of young people are either unemployed or under-employed, reflecting a labour market that is unable to absorb the growing youth population. A major contributing factor to this crisis is the lack of practical, market-relevant skills among young people. Many graduates leave school with strong theoretical knowledge but without the hands-on competencies required by employers, resulting in a persistent skills mismatch that limits productivity and economic growth (World Bank, 2021).

The proposed **Skills Development Academy** directly responds to these challenges by offering structured, high-quality vocational and technical training that aligns with labour market demands. Through programmes in ICT, tailoring, carpentry, and entrepreneurship, the academy will equip young people with employable skills that open pathways to formal employment, self-employment, and small business development. This approach not only enhances individual livelihoods but also contributes to broader community resilience and economic diversification.

Importantly, the academy will provide **alternative learning pathways for school dropouts**, who often face limited opportunities for advancement. By offering accessible, practical training, the project reduces the vulnerability of young people to crime, irregular migration, and exploitation—risks that are heightened when economic prospects are scarce.

Beyond individual empowerment, the initiative will stimulate **local economic development** by creating a skilled workforce capable of meeting community needs, supporting small enterprises, and driving innovation. As more young people gain meaningful employment or start their own businesses, the ripple effects will strengthen household incomes, reduce dependency, and promote long-term stability.

This intervention is fully aligned with **SDG 4 (Quality Education)** and **SDG 8 (Decent Work and Economic Growth)**, reinforcing Sierra Leone's commitment to inclusive, sustainable development and the empowerment of its youth population.

6.3 Strengthening the Health Workforce

Sierra Leone's health sector continues to face a profound and long-standing shortage of trained nurses, midwives, and community health workers—an issue that significantly undermines the country's ability to deliver quality healthcare. According to the World Health Organization (2021), Sierra Leone has fewer than **three nurses per 10,000 people**, a figure far below the global minimum threshold required to ensure safe, effective, and equitable health service delivery. This acute workforce deficit contributes to a range of systemic challenges, including high maternal and child mortality rates, limited emergency response capacity, and inadequate access to essential health services, particularly in rural and underserved communities.

The establishment of the **Medical/Nursing Centre** directly addresses these critical gaps by expanding opportunities for professional health training within the country. The centre will train new cohorts of nurses, midwives, and community health workers, thereby increasing the number of qualified personnel available to support both primary and secondary healthcare facilities. Through **practical, simulation-based learning**, trainees will gain hands-on experience in clinical procedures, emergency care, maternal health, and community outreach—skills that are essential for effective service delivery.

By producing a steady pipeline of competent health workers, the centre will strengthen rural health facilities, many of which currently operate with minimal staff and limited technical capacity. This will lead to improved maternal and child health outcomes, enhanced disease prevention efforts, and more reliable access to essential services such as immunisation, antenatal care, and health education.

Furthermore, a stronger health workforce enhances **community resilience to disease outbreaks**, an urgent priority in a country that has experienced repeated public health emergencies, including Ebola and COVID-19. Well-trained health workers are better equipped to detect, manage, and respond to emerging health threats, thereby safeguarding community well-being.

This intervention aligns closely with **SDG 3 (Good Health and Well-Being)** and supports national health sector priorities aimed at strengthening human resources for health, improving service delivery, and advancing universal health coverage.

6.4 Promoting Gender Equality and Women's Empowerment

Women and girls in Sierra Leone continue to face significant and disproportionate barriers to education, employment, and access to essential healthcare services. Deep-rooted gender norms, economic constraints, and limited training opportunities restrict their ability to participate fully in the labour market and contribute to community development. Many women lack access to accredited skills training, while adolescent girls often drop out of school due to early marriage,

pregnancy, or financial hardship. These inequalities not only undermine individual potential but also slow national progress toward inclusive growth.

The proposed project places gender equality at its core by intentionally expanding opportunities for women and girls within both the vocational and health training sectors. The Skills Development Academy and Medical/Nursing Centre will **prioritise women's enrolment**, ensuring that they have equitable access to high-quality training in areas such as ICT, tailoring, carpentry, nursing, and community health. By opening doors to traditionally male-dominated fields and strengthening pathways into professional health careers, the project empowers women to pursue meaningful employment and leadership roles.

A key feature of the initiative is the creation of **safe, inclusive, and gender-responsive learning environments**. This includes policies and practices that protect women from discrimination, harassment, and gender-based violence, while promoting dignity, respect, and equal participation. Such environments are essential for enabling women to learn confidently and succeed academically.

Through targeted training and mentorship, the project will also support **women's economic empowerment**, enabling them to start businesses, secure stable employment, and contribute to household income. As women gain financial independence, they are better positioned to make decisions about their health, education, and family well-being—further reducing gender-based inequalities.

By expanding access to skills training and professional health education, the project directly contributes to **reducing gender disparities** in both education and employment. This aligns strongly with **SDG 5 (Gender Equality)** and supports the implementation of Sierra Leone's **National Gender Policy**, which emphasises women's empowerment as a cornerstone of national development.

6.5 Enhancing Community Resilience and Local Development

The proposed Skills Development Academy and Medical/Nursing Centre will function as a multi-purpose development hub, strengthening community resilience and driving long-term local development. In many parts of Sierra Leone, communities face chronic challenges such as limited access to education, inadequate health services, high unemployment, and weak institutional structures. These challenges undermine social stability and restrict opportunities for economic advancement. By establishing an integrated centre that addresses multiple development needs simultaneously, the project offers a transformative solution that empowers communities from within.

A key contribution of the project is the **improved access to education and health services**, ensuring that young people, women, and vulnerable groups can benefit from high-quality training and essential healthcare. This dual-sector approach enhances human capital, strengthens household well-being, and reduces the barriers that often prevent communities from reaching their full potential.

The project will also create **increased employment opportunities**, both directly through staffing and indirectly through the skills and businesses generated by trainees. As more individuals gain employable skills and enter the workforce, local economies become more vibrant, diversified, and resilient.

In addition, the Academy and Centre will contribute to **strengthening local institutions** by fostering collaboration with community leaders, local councils, and civil society organisations. These partnerships will enhance governance, improve service delivery, and build a stronger foundation for community-led development.

The initiative will further promote **social cohesion**, bringing together diverse groups through shared learning, community activities, and collective problem-solving. A stronger sense of unity and shared purpose reduces conflict, enhances trust, and supports long-term stability.

By empowering communities with skills, knowledge, and improved services, the project will also help **reduce dependency on external aid**. As local capacity grows, communities become better equipped to address their own development challenges, respond to emergencies, and sustain progress over time.

Overall, the Academy and Centre will stimulate local economic activity, attract new partnerships, and create long-term development pathways for surrounding communities—positioning the project as a catalyst for inclusive and sustainable transformation.

6.6 Filling Critical Infrastructure Gaps

The project area faces significant infrastructure deficits that limit access to quality education, vocational training, and essential health services. Many communities lack accredited vocational training centres, nursing and health training facilities, ICT laboratories, and functional skills workshops. These gaps severely restrict opportunities for young people to acquire employable skills and prevent the health sector from developing a competent workforce capable of meeting local needs. In addition, unreliable electricity and inadequate water, sanitation, and hygiene (WASH) facilities further undermine learning environments, reduce productivity, and compromise health and safety.

The proposed Skills Development Academy and Medical/Nursing Centre will directly address these challenges by providing modern, purpose-built infrastructure designed to meet national standards and community needs. The project will establish **fully equipped classrooms and specialised workshops**, enabling hands-on training in ICT, tailoring, carpentry, and other vocational fields. These facilities will ensure that learners gain practical experience using industry-standard tools and technologies.

A key component of the health training infrastructure will be a **state-of-the-art nursing skills laboratory**, equipped with simulation models and clinical practice stations. This will allow trainees to develop essential competencies in a safe, controlled environment before transitioning to real-world clinical settings.

To overcome the persistent challenge of unreliable electricity, the project will install **solar power systems**, ensuring consistent energy supply for classrooms, laboratories, and administrative spaces. This not only enhances operational efficiency but also promotes environmental sustainability.

The inclusion of **WASH facilities**—such as safe water points, gender-segregated toilets, and handwashing stations—will improve hygiene, reduce health risks, and create a safe, inclusive environment for all learners, particularly women and girls.

Finally, the project will incorporate **administrative offices and community engagement spaces**, enabling effective management, stakeholder coordination, and community-based activities that strengthen local ownership.

Collectively, this infrastructure will serve as a long-term asset for both the community and the nation, providing a durable foundation for skills development, health training, and sustainable local development.

6.7 Alignment with National and Global Priorities

The proposed Skills Development Academy and Medical/Nursing Centre is firmly aligned with Sierra Leone's national development agenda as well as key global frameworks that guide sustainable and inclusive growth. This alignment significantly enhances the project's relevance, legitimacy, and potential for co-funding from government, development partners, and international donors.

At the national level, the project directly supports the **Medium-Term National Development Plan (2019–2023)**, which prioritises human capital development, youth empowerment, improved healthcare delivery, and strengthened technical and vocational education. By expanding access to accredited skills training and professional health education, the project contributes to the government's commitment to building a productive, healthy, and skilled population.

The initiative also advances the objectives of the **Human Capital Development Agenda**, which emphasises education, health, and job creation as the foundation for national transformation. Through its integrated approach, the project strengthens all three pillars simultaneously, making it a strategic investment in Sierra Leone's long-term development.

In addition, the project aligns with the **National Youth Policy**, which calls for increased access to vocational training, entrepreneurship opportunities, and employment pathways for young people. By equipping youth with market-relevant skills and supporting self-employment, the Academy responds directly to these policy priorities.

The health component of the project supports the **National Health Sector Strategic Plan**, which identifies the urgent need to expand the health workforce, improve training quality, and strengthen service delivery at community level. The Medical/Nursing Centre will play a critical role in addressing these gaps.

At the global level, the project contributes to multiple **Sustainable Development Goals (SDGs)**, including SDG 3 (Good Health and Well-Being), SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), and SDG 10 (Reduced Inequalities). Its multi-sectoral design ensures broad and lasting impact across several development domains.

By aligning with these national and global priorities, the project positions itself as a highly strategic and impactful initiative, increasing its attractiveness to donors and enhancing opportunities for co-funding, partnerships, and long-term sustainability.

6.8 FEDI's Institutional Readiness

FEDI is well positioned to implement the proposed Skills Development Academy and Medical/Nursing Centre due to its strong governance structure, technical expertise, and deep-rooted community networks. Over the years, the organisation has established robust operational systems that support effective project planning, implementation, monitoring, and accountability. These systems ensure that resources are managed transparently and that activities are delivered in alignment with national standards and donor expectations.

The organisation's Constitution explicitly mandates FEDI to promote education, healthcare, community empowerment, and sustainable development. This project therefore sits at the heart of its institutional mission and strategic priorities. FEDI's leadership team brings extensive experience in programme management, community mobilisation, and partnership development, enabling the organisation to coordinate complex, multi-sectoral initiatives with confidence and professionalism.

In addition, FEDI has cultivated strong relationships with local authorities, traditional leaders, youth groups, and civil society organisations. These networks provide a solid foundation for

community engagement, beneficiary mobilisation, and local ownership—critical factors for the long-term success and sustainability of the project. The organisation's track record in delivering community-based interventions further demonstrates its capacity to manage resources effectively, respond to emerging challenges, and achieve meaningful impact.

Taken together, FEDI's governance capacity, technical competence, and community legitimacy position it as a capable and credible institution ready to lead the implementation of this transformative development initiative.

6.9 Long-Term Impact and Sustainability

The proposed Skills Development Academy and Medical/Nursing Centre is designed not only to address immediate community needs but also to generate long-term, transformative benefits that will continue to shape local development for decades. By investing in human capital, strengthening essential services, and building resilient institutions, the project lays a foundation for sustainable progress that extends far beyond the initial implementation period.

One of the most significant long-term outcomes will be the creation of **a skilled workforce** capable of contributing meaningfully to Sierra Leone's economic growth. Through accredited vocational training and professional health education, the project will equip young people and adults with practical competencies that enhance employability, productivity, and innovation across multiple sectors.

The project will also lead to **improved healthcare delivery**, as newly trained nurses, midwives, and community health workers enter the health system with strong clinical skills and a commitment to community service. This will strengthen primary healthcare, reduce preventable illnesses, and improve maternal and child health outcomes—key indicators of national development.

As more individuals gain market-relevant skills, the project will contribute to **increased employment and income generation**, enabling families to achieve greater financial stability and reducing reliance on informal or precarious work. This economic empowerment will have ripple effects across households and communities, stimulating local markets and encouraging entrepreneurship.

Over time, these improvements will help **reduce poverty and inequality**, particularly for women, youth, and vulnerable groups who often face the greatest barriers to opportunity. By expanding access to education, training, and healthcare, the project promotes inclusive development and ensures that no group is left behind.

The initiative will also strengthen **community resilience**, enabling local populations to better withstand economic shocks, health emergencies, and social challenges. A healthier, better-educated, and more economically active community is more capable of driving its own development and responding effectively to crises.

Finally, the project will support **sustainable institutional growth**, positioning FEDI and its partners as long-term leaders in education, health, and community development. The infrastructure, systems, and partnerships established through this initiative will continue to generate value long after the initial investment.

Collectively, these outcomes justify the investment and demonstrate the project's transformative potential—offering a sustainable pathway to improved livelihoods, stronger communities, and long-term national development.

6.10 Summary of Justification

The justification for the proposed Skills Development Academy and Medical/Nursing Centre is grounded in a clear and compelling set of national, community, and institutional priorities. The project directly addresses some of Sierra Leone's most urgent development challenges, including high youth unemployment, critical shortages in the health workforce, persistent gender inequalities, and widespread gaps in training and service delivery infrastructure. By responding to these interconnected issues, the initiative positions itself as a transformative intervention capable of generating long-lasting social and economic benefits.

The project is firmly rooted in **community-identified needs**, ensuring that its design and implementation reflect local realities and priorities. This bottom-up approach strengthens ownership, enhances relevance, and increases the likelihood of sustained impact. At the same time, the initiative promotes **gender equality and youth empowerment**, offering targeted opportunities for women, girls, and young people who are often excluded from mainstream education and employment pathways.

A central strength of the project is its contribution to **strengthening the health workforce**, a national priority given the country's severe shortage of trained nurses, midwives, and community health workers. By expanding access to high-quality health training, the project supports improved service delivery and better health outcomes across the region.

The initiative also fills **critical infrastructure gaps**, providing purpose-built classrooms, workshops, ICT laboratories, nursing skills facilities, and reliable utilities that are currently lacking in the project area. These investments will serve as durable assets that continue to benefit the community for many years.

Importantly, the project aligns closely with **national and global development priorities**, including the Medium-Term National Development Plan, the Human Capital Development Agenda, the National Youth Policy, the National Health Sector Strategic Plan, and the Sustainable Development Goals. This alignment enhances the project's legitimacy and strengthens opportunities for co-funding and strategic partnerships.

The long-term sustainability of the project is reinforced by its potential to generate **lasting impact**, including a skilled workforce, improved healthcare delivery, increased employment, reduced poverty, and stronger community resilience. These outcomes demonstrate the project's transformative potential and justify the investment required.

Finally, the initiative is backed by **a capable and credible implementing organisation**, FEDI, which possesses the governance systems, technical expertise, and community networks necessary to deliver the project effectively and responsibly.

Together, these factors present a strong, evidence-based justification for the project and highlight its capacity to drive meaningful, sustainable development at both community and national levels.

SECTION 7 — PROJECT GOAL AND OUTCOMES

7.1 Overall Goal

The overarching goal of this project is to advance human capital development, strengthen healthcare delivery, and enhance socio-economic resilience in Sierra Leone through the construction and operationalisation of a modern **Skills Development Academy** and **Medical/Nursing Centre**. By integrating vocational training, professional health education, and

community empowerment initiatives, the project seeks to provide equitable access to life-changing opportunities for youth, women, and vulnerable populations who are often excluded from mainstream development pathways.

This goal reflects Sierra Leone's national priorities, particularly the government's commitment to expanding education, improving health outcomes, and promoting inclusive economic growth. It also aligns with key global development frameworks, including the **Sustainable Development Goals (SDGs)**—notably SDG 3 (Good Health and Well-Being), SDG 4 (Quality Education), SDG 5 (Gender Equality), and SDG 8 (Decent Work and Economic Growth). Through its multi-sectoral approach, the project contributes to building a healthier, more skilled, and more resilient population capable of driving long-term national transformation.

7.2 Specific Objectives

To achieve its overarching goal, the project is guided by the following specific, measurable, and achievable objectives:

1. **To construct and equip a Skills Development Academy** that delivers high-quality vocational, technical, and ICT training to at least **500 youth and women annually**, enabling them to acquire market-relevant skills and pursue meaningful employment or entrepreneurship.
2. **To establish a fully functional Medical/Nursing Training Centre** capable of training at least **200 nurses, midwives, and community health workers each year**, thereby expanding the national health workforce and improving service delivery in underserved areas.
3. **To strengthen local health systems** by increasing the availability of trained health personnel who can support primary healthcare, maternal and child health services, disease prevention, and emergency response.
4. **To promote gender equality and women's empowerment** by prioritising female enrolment, providing targeted support, and creating safe, inclusive learning environments that enable women and girls to thrive academically and professionally.
5. **To enhance community resilience and socio-economic development** by improving access to education, skills training, and healthcare training services, thereby fostering stronger, healthier, and more economically active communities.

7.3 Expected Outcomes

The project is expected to generate a range of short-, medium-, and long-term outcomes that collectively contribute to sustainable development and improved quality of life.

7.3.1 Short-Term Outcomes (Year 1–2)

Within the first two years, the project will deliver foundational results, including:

- Completion and operationalisation of a fully functional **Skills Development Academy** and **Medical/Nursing Centre**.
- Increased access to vocational, technical, and ICT training for youth and women, particularly those from disadvantaged backgrounds.
- Improved access to accredited nursing and community health training programmes.

- Enhanced community awareness of the importance of skills development, health education, and professional training opportunities.
- Strengthened institutional capacity of **FEDI** to design, manage, and deliver large-scale development programmes with transparency and accountability.

7.3.2 Medium-Term Outcomes (Year 3–5)

Over the next three to five years, the project will generate deeper, more measurable outcomes:

- At least **1,500 youth and women** trained in vocational and technical skills, contributing to a more skilled local workforce.
- At least **600 nurses and community health workers** trained and deployed to health facilities across the region.
- Increased employment and self-employment among programme graduates, leading to improved household incomes.
- Strengthened service delivery in local health facilities due to increased staffing and improved clinical competencies.
- Enhanced gender equality through increased participation of women in training programmes and professional roles.

7.3.3 Long-Term Outcomes (Year 5+)

Beyond five years, the project will contribute to transformative, system-level change:

- Significant reduction in youth unemployment and underemployment in the project area.
- Improved maternal and child health outcomes due to increased availability of trained health workers.
- Strengthened local economies driven by entrepreneurship, skilled labour, and increased productivity.
- Greater community resilience to health emergencies, economic shocks, and social challenges.
- Sustainable institutional growth and long-term impact of FEDI's development programmes, supported by strong infrastructure and community partnerships.

7.4 Expected Impact

The long-term impact of the project extends beyond individual beneficiaries to the broader socio-economic landscape of Sierra Leone. By producing a more skilled and employable youth population, the project will contribute to national productivity, innovation, and economic diversification. A stronger and more resilient health workforce will improve health outcomes, reduce mortality rates, and strengthen the country's capacity to respond to public health emergencies.

The project will also advance **gender equality**, empowering women through education, professional training, and economic opportunities that enhance their autonomy and leadership. At the community level, improved human capital and strengthened local capacity will drive sustainable development, reduce poverty, and promote long-term resilience.

Collectively, these impacts align with Sierra Leone's **Human Capital Development Agenda**, reinforcing the project's strategic importance for national development.

7.5 Alignment with Donor Priorities

The project aligns closely with the priorities of development partners and donors who focus on:

- Education and skills development
- Health systems strengthening
- Youth empowerment
- Gender equality
- Community resilience
- Sustainable development

Its integrated, multi-sectoral design ensures high impact, scalability, and long-term sustainability—key factors that make it an attractive investment for donors seeking measurable, transformative outcomes. By addressing interconnected development challenges through a coordinated approach, the project offers exceptional value for money and strong potential for co-funding and strategic partnerships.

SECTION 8 — TARGET BENEFICIARIES

8.1 Introduction

The proposed Skills Development Academy and Medical/Nursing Centre is designed to benefit a diverse range of individuals, households, and institutions across the project area and beyond. The initiative targets groups that are most affected by unemployment, limited access to training, and inadequate healthcare services. Beneficiaries include direct participants who will receive training or health education, indirect beneficiaries who will experience improved socio-economic conditions, and institutional stakeholders whose capacity and service delivery will be strengthened. Collectively, these groups represent the foundation for long-term community transformation, improved livelihoods, and enhanced well-being.

8.2 Direct Beneficiaries

Direct beneficiaries are individuals who will actively participate in training programmes or receive services from the Academy and Medical/Nursing Centre. These groups are central to the project's mission of expanding opportunities, reducing inequalities, and strengthening human capital.

8.2.1 Youth (Ages 15–35)

Youth constitute the largest demographic group in Sierra Leone and face some of the highest unemployment and underemployment rates in the region. Many lack access to market-relevant skills, career guidance, or professional development opportunities. The project will directly support:

- Young men and women seeking vocational and technical skills
- School dropouts requiring alternative learning pathways
- Youth aspiring to careers in ICT, carpentry, tailoring, or entrepreneurship

- Young people interested in professional health training

By providing structured, accredited training, the project will empower youth to secure employment, start businesses, and contribute to local development.
Estimated direct youth beneficiaries (Year 1–3): 1,500

8.2.2 Women and Girls

Women and girls face disproportionate barriers to education, employment, and healthcare access. Many lack the skills and qualifications needed to secure stable income or pursue professional careers. The project will prioritise:

- Women seeking vocational skills for income generation
- Young mothers requiring flexible training opportunities
- Women aspiring to become nurses, midwives, or community health workers
- Girls who dropped out of school due to early marriage, pregnancy, or poverty

Through targeted enrolment and gender-responsive support, the project will strengthen women's economic empowerment and leadership.
Estimated direct female beneficiaries (Year 1–3): 1,000

8.2.3 Aspiring Nurses and Community Health Workers

The Medical/Nursing Centre will provide accredited training for individuals pursuing careers in the health sector, including:

- Student nurses
- Midwives
- Community health workers
- Health volunteers
- Auxiliary health staff

These trainees will play a vital role in strengthening local health systems and improving service delivery.
Estimated direct health trainees (Year 1–3): 600

8.2.4 Vulnerable and Marginalised Groups

The project is committed to inclusivity and will intentionally support individuals who face heightened vulnerability, including:

- Orphans and vulnerable children (OVCs)
- Persons with disabilities (PWDs)
- Survivors of gender-based violence
- Unemployed single mothers
- Economically disadvantaged households

These groups will receive scholarships, psychosocial support, and tailored training opportunities to ensure equitable participation.

8.3 Indirect Beneficiaries

Indirect beneficiaries include individuals, households, and institutions that will benefit from improved services, increased economic activity, and strengthened community capacity.

8.3.1 Families of Trainees

Families will experience positive ripple effects as trainees gain skills and employment, including:

- Increased household income
- Improved health knowledge and practices
- Enhanced economic stability
- Reduced dependency on external support

Estimated indirect family beneficiaries: 5,000

8.3.2 Local Health Facilities

Health facilities across the region will benefit from:

- Increased availability of trained nurses and health workers
- Improved service delivery and patient care
- Reduced workload on overstretched staff
- Enhanced emergency response capacity

Estimated institutional beneficiaries: 20+ health facilities

8.3.3 Local Employers and Businesses

Employers and small businesses will benefit from:

- Access to a skilled and reliable labour force
- Increased productivity and efficiency
- Opportunities to host apprentices and interns
- Strengthened local markets and economic activity

8.3.4 Wider Community

The broader community will experience long-term improvements through:

- Better access to trained health workers
- Increased economic activity and job creation
- Enhanced community resilience
- Reduced poverty and inequality

Estimated indirect community beneficiaries: 15,000+

8.4 Institutional Beneficiaries

The project will also strengthen the capacity of key institutions, including:

- Local schools
- Community-based organisations

- Local councils and traditional authorities
- Government ministries (Education, Health, Youth)
- NGOs and development partners

These institutions will benefit from:

- Strengthened human capital and technical expertise
- Opportunities for collaboration and joint programming
- Improved service delivery and outreach
- Enhanced community engagement and development planning

8.5 Geographic Coverage

The project is designed to serve a wide geographic area, ensuring broad and inclusive access to training and health services. Beneficiaries will include:

- The immediate host community
- Surrounding villages and chiefdoms
- District-wide populations
- National-level beneficiaries through deployment of trained health workers

Over time, the Academy and Centre will evolve into a **regional hub** for skills development and health training, attracting learners and partners from across Sierra Leone.

8.6 Beneficiary Selection Criteria

Beneficiary selection will be transparent, inclusive, and based on clear criteria to ensure fairness and maximise impact. Selection will consider:

- Demonstrated interest and commitment to training
- Gender balance, with a minimum of **50% female enrolment**
- Vulnerability status, prioritising disadvantaged groups
- Community recommendations and local leadership input
- Academic background and aptitude (for nursing programmes)
- Inclusivity for persons with disabilities, ensuring accessible learning environments

This approach ensures that the project reaches those most in need while promoting equity, diversity, and community ownership.

8.7 Summary of Beneficiary Reach (First 3 Years)

Table-I Summary of Beneficiary target (First 3 Years)

Beneficiary Group	Estimated Number
Youth (male & female)	1,500
Women & girls	1,000

Nursing & health trainees	600
Vulnerable groups	400
Families of trainees	5,000
Wider community	15,000+
Health facilities	20+
Local institutions	30+

Total estimated beneficiaries (direct + indirect): 23,000+

SECTION 9 — PROJECT DESCRIPTION

9.1 Introduction

The proposed Skills Development Academy and Medical/Nursing Centre represents a transformative, community-driven development initiative designed to address critical gaps in skills development, youth employment, and health workforce capacity in Sierra Leone. By integrating two complementary components—vocational training and professional health education—the project establishes a unified development hub capable of catalysing long-term socio-economic growth and improving community well-being. This integrated approach ensures that young people, women, and vulnerable groups gain access to both economic opportunities and essential health services, thereby strengthening human capital and community resilience.

The project will be implemented over a 12-month period, encompassing site preparation, construction, equipping, staffing, and commissioning. FEDI will lead the implementation process, drawing on its strong governance systems, technical expertise, and community partnerships. Collaboration with local stakeholders, sector specialists, and development partners will ensure that the project meets national standards, aligns with community priorities, and delivers sustainable impact.

9.2 Project Components

The project comprises two major infrastructure components supported by essential systems that ensure functionality, sustainability, and long-term operational efficiency.

Component 1: Skills Development Academy

The Skills Development Academy will be a purpose-built facility designed to deliver high-quality vocational and technical training. It will include:

- ICT training laboratory
- Tailoring and fashion design workshop
- Carpentry and woodwork workshop
- Entrepreneurship and business development classroom
- General classrooms for vocational and technical training
- Administrative office and storage room

This component will equip youth and women with market-relevant skills, enabling them to secure employment, pursue self-employment, or establish small enterprises. By addressing

the skills mismatch in the labour market, the Academy will contribute to economic diversification and local development.

Component 2: Medical/Nursing Training Centre

The Medical/Nursing Training Centre will serve as a professional training facility for aspiring health workers. It will include:

- Nursing skills laboratory
- Demonstration ward
- Lecture rooms
- Community health training space
- Office for instructors
- Storage for medical training equipment

This component will strengthen the national health workforce pipeline by producing competent nurses, midwives, and community health workers who can serve in rural and underserved communities.

Supporting Systems

To ensure full functionality and sustainability, the project will incorporate:

- A 10kVA solar power system for reliable, renewable electricity
- WASH facilities including toilets, septic tank, and water system
- Perimeter fencing and gate for safety and security
- Landscaping and drainage to ensure environmental safety
- Furniture and equipment for classrooms, workshops, and laboratories

These systems will ensure that the facilities operate efficiently, safely, and sustainably.

9.3 Project Activities

The project will be implemented through a structured sequence of activities across four phases.

9.3.1 Pre-Construction Phase

This phase will lay the groundwork for successful implementation and includes:

- Community consultations to ensure local ownership
- Site verification and land documentation
- Environmental and social screening
- Architectural drawings and engineering designs
- Procurement planning and tender preparation

9.3.2 Construction Phase

This phase involves the physical development of the facilities:

- Site clearing and levelling
- Foundation works

- Wall construction and roofing
- Electrical and plumbing installation
- Flooring, plastering, and painting
- Installation of doors, windows, and fittings
- Construction of WASH facilities
- Installation of solar power system
- Perimeter fencing and gate construction

9.3.3 Equipping Phase

Once construction is complete, the facilities will be furnished and equipped:

- Procurement of classroom furniture
- Procurement of ICT equipment
- Procurement of vocational training tools
- Procurement of medical training equipment
- Installation and testing of all equipment

9.3.4 Operationalisation Phase

This phase prepares the facilities for full operation:

- Recruitment of instructors and administrative staff
- Development of training curricula
- Community sensitisation and enrolment campaigns
- Establishment of partnerships with local health facilities
- Launch of training programmes

9.4 Implementation Strategy

The project will be implemented using a participatory, inclusive, and phased approach to ensure sustainability and community ownership.

9.4.1 Community Participation

Community members will contribute through:

- Labour support
- Provision of local materials where applicable
- Security and oversight
- Participation in governance structures

This approach strengthens ownership, reduces costs, and enhances long-term sustainability.

9.4.2 Technical Expertise

FEDI will engage qualified professionals, including:

- Architects
- Engineers

- Quantity surveyors
- Construction supervisors
- Vocational and health training experts

This ensures that construction and training programmes meet national standards and quality benchmarks.

9.4.3 Partnership Approach

The project will collaborate with:

- Ministry of Education
- Ministry of Health and Sanitation
- Local councils
- NGOs and INGOs
- Private sector partners
- Community-based organisations

These partnerships will support accreditation, resource mobilisation, and long-term sustainability.

9.5 Project Location

The project will be implemented in **[Insert District/Community]**, a region characterised by:

- High youth unemployment
- Limited access to vocational training
- Shortage of trained health workers
- Poor infrastructure
- Strong community demand for skills development

The location has been strategically selected to maximise accessibility, community impact, and alignment with local development priorities.

9.6 Project Management Structure

The project will be managed by FEDI through a dedicated **Project Implementation Unit (PIU)** comprising:

- Project Manager
- Finance and Administration Officer
- Procurement Officer
- Monitoring and Evaluation (M&E) Officer
- Construction Supervisor
- Community Liaison Officer

The PIU will report to the Executive Director and the Board of Trustees, ensuring strong oversight, accountability, and strategic direction.

9.7 Cross-Cutting Issues

The project integrates key cross-cutting themes to ensure inclusivity, safety, and sustainability.

9.7.1 Gender Equality

- Minimum 50% female enrolment
- Gender-responsive training spaces
- Support for young mothers

9.7.2 Safeguarding

- Child protection policies
- Safe learning environments
- Anti-harassment protocols

9.7.3 Environmental Sustainability

- Solar power system
- Proper waste management
- Water conservation measures

9.7.4 Disability Inclusion

- Accessible infrastructure
- Inclusive training opportunities

9.8 Expected Deliverables

By the end of the project, FEDI will deliver:

- A fully constructed Skills Development Academy
- A fully constructed Medical/Nursing Training Centre
- Solar power and WASH systems
- Equipped classrooms, workshops, and laboratories
- Operational training programmes
- Community mobilisation and enrolment systems
- A monitoring and evaluation framework

These deliverables will ensure that the project is fully functional, impactful, and sustainable.

9.9 Summary

The project represents a comprehensive, integrated, and sustainable development initiative that addresses critical gaps in education, skills development, and healthcare training. By combining vocational training with professional health education, the project will create

long-term impact, strengthen community resilience, and contribute significantly to Sierra Leone's national development goals. Its participatory approach, strong institutional leadership, and alignment with national priorities position it as a transformative investment with enduring benefits.

SECTION 10 — BILL OF QUANTITIES (BOQ)

Construction of Skills Development Academy and Medical/Nursing Centre
Total Estimated Cost: £148,500

10.1 Introduction to the BOQ

The Bill of Quantities (BOQ) provides a comprehensive and itemised breakdown of all materials, labour, equipment, and associated costs required for the full construction and operational readiness of the proposed Skills Development Academy and Medical/Nursing Centre. It serves as a critical financial planning tool, ensuring transparency, accuracy, and accountability throughout the implementation process. The BOQ outlines the cost implications of each construction phase, from initial site preparation to final finishing, equipping, and commissioning of the facilities.

The cost estimates presented in this BOQ are grounded in multiple reliable sources, including standard construction rates widely used in Sierra Leone, market surveys conducted between 2023 and 2024, and engineering estimates derived from similar institutional building projects. In addition, the costing reflects FEDI's internal experience in managing community-based infrastructure projects, ensuring that the figures are both realistic and contextually appropriate.

The BOQ covers all major components of the project, including site preparation, structural works, roofing, electrical and plumbing installations, finishing, WASH infrastructure, solar power installation, furniture and equipment procurement, external works, professional fees, and contingencies. This detailed financial framework provides donors, partners, and stakeholders with a clear understanding of the investment required to deliver a high-quality, durable, and fully functional development facility that meets national standards and community needs.

10.2 DETAILED BILL OF QUANTITIES

A-SITE PREPARATION & GROUNDWORK

Table-II- Site preparation and Groundwork Budget

Item Description	Quantity	Unit	Unit Cost (£)	Total (£)
Site clearing (bushes, debris)	1	Lot	1,500	1,500
Excavation for foundations	250	m³	6	1,500

Levelling & compaction	1	Lot	1,200	1,200
Pegging, setting out & surveying	1	Lot	300	300
Subtotal A				4,500

B. SKILLS DEVELOPMENT ACADEMY BUILDING

B1. Foundation Works

Table-III- Foundation works Budget

Item	**Qty**	**Unit**	**Unit Cost (£)**	**Total (£)**
Concrete foundation	1	Lot	2,500	2,500
Reinforcement steel	1	Lot	1,500	1,500
Hardcore filling	1	Lot	800	800
Subtotal B1				4,800

B2. Walling

Table-IV- Walling Budget

Item	Qty	Unit	Unit Cost (£)	Total (£)
Sandcrete blockwork (6")	350	m²	25	8,750
Cement & sand mortar	1	Lot	1,200	1,200
Subtotal B2				9,950

B3. Roofing

Table-V- Roofing Budget

Item	Qty	Unit	Unit Cost (£)	Total (£)	
Timber trusses	1	Lot	2,000	2,000	
Zinc roofing sheets	1	Lot	1,800	1,800	
Roofing nails & accessories	1	Lot	700	700	
Subtotal B3				4,500	

B4. Doors, Windows & Fittings

Table-VI- Doors, Windows & Fittings Budget

Item	Qty	Unit	Unit Cost (£)	Total (£)
Metal doors	10	Units	120	1,200
Metal windows	10	Units	120	1,200
Subtotal B4				2,400

B5. Electrical & Plumbing

Table-VII- Electrical & Plumbing Budget

Item	Qty	Unit	Unit Cost (£)	Total (£)
Electrical wiring & fittings	1	Lot	1,500	1,500
Plumbing installation	1	Lot	850	850
Subtotal B5				2,350

B6. Finishing

Table-VIII-Finishing Budget

Item	Qty	Unit	Unit Cost (£)	Total (£)
Floor tiles/cement finish	250	m²	18	4,500
Plastering & painting	1	Lot	2,500	2,500
Subtotal B6				7,000

TOTAL FOR SKILLS DEVELOPMENT ACADEMY

£32,000

C. MEDICAL/NURSING TRAINING CENTRE

C1. Foundation & Structure

Table-IX-Foundation & Structure Budget

Item	Qty	Unit	Unit Cost (£)	Total (£)
Foundation concrete & steel	1	Lot	3,800	3,800
Blockwork	300	m²	25	7,500
Subtotal C1				11,300

C2. Roofing

Table-X-Roofing Budget

Item	Qty	Unit	Unit Cost (£)	Total (£)
Timber trusses	1	Lot	2,000	2,000
Zinc sheets	1	Lot	1,800	1,800
Accessories	1	Lot	200	200
Subtotal C2				4,000

C3. Doors, Windows, Electrical & Plumbing

Table-XI- Doors, Windows, Electrical & Plumbing

Item	Qty	Unit	Unit Cost (£)	Total (£)
Doors & windows	18	Units	120	2,160
Electrical installation	1	Lot	1,300	1,300
Plumbing	1	Lot	900	900
Subtotal C3				4,360

C4. Finishing

Table-XII-Finishing Budget

Item	Qty	Unit	Unit Cost (£)	Total (£)
Flooring	220	m²	18	3,960
Plastering & painting	1	Lot	2,200	2,200
Subtotal C4				6,160

TOTAL FOR MEDICAL/NURSING CENTRE £25,820

D. ADMINISTRATIVE BLOCK

Table-XIII-Administrative Block Budget

Item	Total (£)
Construction & finishing	10,000
Electrical & plumbing	1,200
Painting	800
TOTAL	12,000

E. MULTIPURPOSE HALL

Table-XIV-Multi Purpose Hall Budget

Item	Total (£)
Foundation & structure	8,000
Roofing	4,500
Flooring	2,500
Doors & windows	1,200
Electrical	1,000
Painting	800
TOTAL	18,000

F. WASH FACILITIES

Table-XV-Wash facilities Budget

Item	Total (£)
Toilets (6 units)	3,000
Septic tank	2,000
Water system	1,500
Handwashing stations	1,000
TOTAL	7,500

G. SOLAR POWER SYSTEM

Table-XVI-Solar System Budget

Item	Total (£)
10kVA solar system (panels, inverter, batteries)	11,000

H. FURNITURE & EQUIPMENT

Table-XVII-Furniture & Equipment Budget

Category	Total (£)
Classroom furniture	3,000
Office furniture	1,500
ICT equipment	1,500
Skills training tools	8,000
Medical training equipment	9,000
TOTAL	23,000

I. EXTERNAL WORKS

Table-XVIII-External Works Budget

Item	Total (£)
Landscaping	2,000
Pathways	1,500
Drainage	1,500
TOTAL	5,000

J. FENCING & GATE

Table-XVIX-Fencing & Gate Budget

Item	Total (£)
Perimeter fence	8,000
Gate & gatehouse	2,000
TOTAL	10,000

K. PROFESSIONAL FEES & PROJECT MANAGEMENT

Table-XX-Professional Fees & Project Management Budget

Item	Total (£)	
Architect	1,200	
Engineer	1,000	
Quantity Surveyor	800	
Permits	500	
Project management	2,500	
TOTAL	6,000	

L. CONTINGENCY (10%)

Table-XXI-Contingency Budget

Item	Total (£)
Contingency	13,000

GRAND TOTAL PROJECT COST: £148,500

SECTION 11 — GANTT CHART (CONSTRUCTION TIMELINE)

Project Duration: 12 Months

The following Gantt Chart outlines the full construction and operationalisation timeline for the Skills Development Academy and Medical/Nursing Centre. It covers all phases from site preparation to commissioning.

11.1 Gantt Chart Table (Word-Ready Format)

Legend:

- ● = Activity in progress
- ○ = Activity preparation / mobilisation
- ✓ = Activity completed

GANTT CHART — 12-MONTH IMPLEMENTATION SCHEDULE

Table-XXII-Schedule for 12 Months

Activities	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
1. Pre-Construction Phase												
Community consultations	●	●	✓									
Land verification & documentation	●	✓										
Architectural & engineering designs	○	●	●	✓								
Procurement planning		●	●	✓								
2. Construction Phase												
Site clearing & levelling		●	✓									
Foundation works		●	●	✓								
Wall construction			●	●	●	✓						
Roofing				●	●	✓						
Electrical installation					●	●	✓					
Plumbing installation					●	●	✓					

Flooring & plastering						●	●	✓				
Painting & finishing							●	●	✓			
Doors, windows & fittings							●	●	✓			
3. WASH & Solar Systems												
WASH facilities installation						●	●	✓				
Solar power installation							●	●	✓			
4. External Works												
Landscaping & drainage								●	●	✓		
Perimeter fencing & gate								●	●	✓		
5. Equipping Phase												
Procurement of furniture									●	●	✓	
Procurement of ICT & skills tools									●	●	✓	
Procurement of medical training equipment									●	●	✓	
Installation & testing										●	●	✓
6. Operationalisation Phase												
Recruitment of staff										●	●	✓
Development of training curricula										●	●	✓
Community sensitisation & enrolment											●	●
Commissioning & handover												✓

11.2 Narrative Explanation of the Timeline

The project will be implemented over a 12-month period, following a carefully sequenced timeline that ensures efficiency, quality, and compliance with construction and operational standards. Each phase builds upon the previous one, creating a smooth transition from planning to full operational readiness.

Phase 1: Pre-Construction (Months 1–3)

The pre-construction phase focuses on establishing the foundational elements required for a successful project start-up. Activities include community engagement sessions to secure local buy-in, verification of land ownership and documentation, and the completion of environmental and social screening to ensure compliance with national regulations. During this phase, architects and engineers will finalise detailed drawings and technical designs, while the procurement team develops a comprehensive procurement plan. These preparatory steps ensure that construction begins smoothly, legally, and in alignment with community expectations.

Phase 2: Construction (Months 2–9)

Construction activities commence with site clearing and levelling, followed by the laying of foundations. This phase progresses through wall construction, roofing, and the installation of electrical and plumbing systems. It is the most labour-intensive and time-consuming stage of the project, requiring close supervision to maintain quality standards. Finishing works—including plastering, flooring, and painting—are completed toward the end of this phase. By Month 9, the physical structures of both the Skills Development Academy and the Medical/Nursing Centre will be fully established.

Phase 3: WASH & Solar Systems (Months 6–9)

To ensure the facilities are functional, safe, and environmentally sustainable, WASH and solar installations are carried out concurrently with the latter part of the construction phase. This includes the installation of toilets, a septic tank, a water supply system, and a 10kVA solar power system. These systems guarantee reliable electricity, improved hygiene, and reduced operational costs, contributing to long-term sustainability.

Phase 4: External Works (Months 8–10)

External works enhance the safety, accessibility, and overall appearance of the facility. Activities include landscaping, construction of pathways, installation of drainage systems, and erection of perimeter fencing and a security gate. These improvements ensure that the environment surrounding the facility is secure, flood-resistant, and conducive to learning.

Phase 5: Equipping (Months 9–11)

Once the buildings are complete, the equipping phase begins. This involves procuring and installing classroom furniture, ICT equipment, vocational training tools, and medical training equipment. All equipment is tested to ensure functionality and readiness for use. This phase transforms the physical structures into fully operational training centres.

Phase 6: Operationalisation (Months 10–12)

The final phase prepares the facility for full operation. Key activities include recruiting qualified instructors and administrative staff, developing training curricula, and conducting community sensitisation campaigns to mobilise trainees. Partnerships with local health facilities are formalised to support clinical placements. The phase concludes with the

commissioning of the facility, ensuring that training programmes can begin immediately after handover.

11.3 Summary

The 12-month implementation timeline is both realistic and cost-efficient, reflecting construction best practices and ensuring that all phases are completed to a high standard. The phased approach allows for careful coordination of activities, minimises delays, and ensures that quality is maintained throughout the process. The accompanying Gantt Chart demonstrates FEDI's readiness to implement the project in a structured, timely, and accountable manner, reinforcing confidence among donors and stakeholders in the organisation's capacity to deliver a complex, multi-component development initiative.

SECTION 12 — DETAILED BUDGET NARRATIVE

Total Project Cost: £148,500

12.1 Introduction

The Detailed Budget Narrative outlines and explains all cost components required for the successful construction, equipping, and operationalisation of the Skills Development Academy and Medical/Nursing Centre. It provides a clear justification for each expenditure line, ensuring that the budget is transparent, realistic, and aligned with the project's objectives and expected outcomes. Every cost item directly supports a specific activity within the implementation plan, demonstrating strong value for money and responsible financial stewardship.

The budget is grounded in reliable and up-to-date financial data. Cost estimates are based on current construction market rates in Sierra Leone, engineering assessments for institutional-level buildings, and FEDI's extensive experience implementing community-based infrastructure projects. Additional consultations with local contractors, suppliers, and technical experts have ensured that the budget reflects accurate pricing for materials, labour, equipment, and logistics within the local context.

The total project cost of **£148,500** covers all phases of implementation—from initial site preparation to final commissioning of the facilities. This includes construction materials, skilled and unskilled labour, WASH and solar installations, furniture, ICT equipment, vocational tools, medical training equipment, external works, professional fees, and administrative support. A **10% contingency allocation** has been included to accommodate inflation, currency fluctuations, and unforeseen expenses, ensuring that the project remains financially viable even in the face of market volatility.

Overall, the budget narrative demonstrates that the project is cost-efficient, strategically planned, and financially sound, providing donors and partners with confidence in FEDI's capacity to deliver a high-quality, sustainable development intervention.

12.2 Budget Narrative by Cost Category

The following section provides a detailed justification for each cost category within the project budget. Every expenditure is directly linked to the construction, equipping, and operationalisation of the Skills Development Academy and Medical/Nursing Centre. The

narrative demonstrates how each cost contributes to the project's functionality, sustainability, and long-term impact.

A. Site Preparation & Groundwork — £4,500

This cost covers all essential preliminary activities required to prepare the land for construction. It includes clearing vegetation, removing debris, levelling and compacting the soil, and excavating trenches for the foundation. Pegging and setting out the building layout ensures that all structures are positioned accurately according to architectural plans. These activities are critical for ensuring that the site is safe, accessible, and structurally ready for construction. Without proper groundwork, the integrity and durability of the buildings would be compromised, leading to long-term structural risks.

B. Skills Development Academy — £32,000

This allocation covers the full construction of the Skills Development Academy, which will serve as the primary training facility for vocational and technical skills.

1. Foundation Works

Strong foundations are essential for structural stability, particularly in regions with heavy rainfall and variable soil conditions. This ensures the building can withstand environmental pressures over time.

2. Walling and Roofing

High-quality sandcrete blocks, durable timber trusses, and zinc roofing sheets are used to ensure longevity and protection from harsh weather conditions.

3. Doors, Windows, Electrical & Plumbing

These installations guarantee safety, ventilation, lighting, and water access—key requirements for a conducive learning environment.

4. Finishing (Flooring, Plastering, Painting)

Finishing enhances durability, hygiene, and aesthetics, making the facility suitable for long-term use and ensuring a professional training atmosphere.

The Academy will house ICT laboratories, workshops, classrooms, and administrative spaces, enabling the training of more than 500 youth and women annually.

C. Medical/Nursing Training Centre — £25,820

This cost covers the construction of a specialised training facility dedicated to producing nurses, midwives, and community health workers.

It includes:

Foundation and structural works

Blockwork and roofing

Doors, windows, and fittings

Electrical and plumbing installations

Flooring, plastering, and painting

The Centre will feature a nursing skills laboratory, demonstration ward, and lecture rooms, enabling practical, simulation-based training. This investment directly supports national health workforce development and strengthens local health systems.

D. Administrative Block — £12,000

The administrative block will house essential operational functions, including:

Offices for management and instructors

Records and documentation room

Meeting and coordination space

This block is vital for effective governance, staff management, programme administration, and overall project coordination.

E. Multipurpose Hall — £18,000

The multipurpose hall will serve as:

A training venue for large groups

A community engagement centre

A space for workshops, seminars, and events

Its construction includes foundation works, roofing, flooring, electrical installations, and finishing. The hall enhances the project's community impact and provides opportunities for income generation through events and external training sessions.

F. WASH Facilities — £7,500

This cost covers the installation of:

Six gender-segregated toilets

A septic tank

Handwashing stations

A water supply system

WASH facilities are essential for hygiene, safety, and compliance with public health standards. They also support gender-responsive programming by ensuring privacy and dignity for women and girls.

G. Solar Power System — £11,000

A 10kVA solar power system will provide:

Reliable electricity for ICT laboratories

Lighting for classrooms and offices

Power for medical training equipment

Solar energy reduces operational costs, ensures uninterrupted learning, and promotes environmental sustainability in areas with unreliable grid power.

H. Furniture & Equipment — £23,000

This category includes all essential items required to operationalise the training facilities.

1. Classroom Furniture (£3,000)

Desks, chairs, whiteboards, and shelves for conducive learning.

2. Office Furniture (£1,500)

Desks, chairs, filing cabinets, and storage units for administrative efficiency.

3. ICT Equipment (£1,500)

Computers, printers, projectors, and networking tools for digital literacy training.

4. Skills Training Tools (£8,000)

Sewing machines, carpentry tools, and workshop equipment for hands-on vocational training.

5. Medical Training Equipment (£9,000)

Manikins, hospital beds, BP machines, and simulation kits for practical health training.

These items are essential for delivering high-quality, competency-based training programmes.

I. External Works — £5,000

This cost covers:

Landscaping

Pathways

Drainage systems

These works improve accessibility, safety, and environmental management, ensuring that the facility is user-friendly and flood-resistant.

J. Fencing & Gate — £10,000

Security is essential for protecting:

Equipment

Buildings

Staff and trainees

This cost includes perimeter fencing, a secure gate, and a small gatehouse, ensuring controlled access and safeguarding project assets.

K. Professional Fees & Project Management — £6,000

This allocation covers:

Architectural designs

Engineering supervision

Quantity surveying

Building permits

Project management and reporting

These services ensure quality control, regulatory compliance, and effective oversight throughout the project lifecycle.

L. Contingency (10%) — £13,000

A contingency allocation is necessary to accommodate:

Inflation

Exchange rate fluctuations

Unforeseen construction challenges

This ensures the project remains financially viable and adaptable to changing market conditions.

12.3 Summary of Budget Narrative

The overall project budget has been carefully designed to ensure that all financial resources directly contribute to the successful construction, equipping, and operationalisation of the Skills Development Academy and Medical/Nursing Centre. It is a **comprehensive** budget that captures every essential cost element—from site preparation and structural works to solar installation, WASH facilities, equipment procurement, and professional oversight. This ensures that no critical component is overlooked and that the project can be delivered to a high standard.

The budget is also **cost-effective**, drawing on current local market rates, engineering benchmarks, and FEDI's practical experience in implementing community-based infrastructure projects. By grounding the cost estimates in real-world pricing and local supplier consultations, the project avoids inflated costs and ensures responsible use of donor funds.

Transparency is a central feature of the budget. Each cost item is clearly justified and directly linked to specific project activities and outcomes. This level of clarity strengthens accountability and demonstrates that every expenditure contributes meaningfully to the project's objectives.

The budget is fully **aligned with the project's intended outcomes**, ensuring that financial resources are channelled toward activities that maximise impact—such as training facilities, health education infrastructure, and sustainable energy systems. This alignment reinforces the project's ability to deliver long-term benefits for youth, women, and vulnerable groups.

Sustainability has been intentionally integrated into the budget through the inclusion of solar power, durable construction materials, and environmentally responsible systems. These investments reduce long-term operational costs and enhance the resilience of the facilities.

The total project cost of **£148,500** represents a strategic and forward-looking investment in human capital development, community empowerment, and long-term socio-economic resilience. It positions the project as a high-value, high-impact initiative capable of transforming lives and strengthening local systems for years to come.

SECTION 13 — THEORY OF CHANGE

13.1 Introduction

The Theory of Change (ToC) provides a clear and logical explanation of how the proposed Skills Development Academy and Medical/Nursing Centre will contribute to long-term improvements in education, health, employment, and community resilience in Sierra Leone. It outlines the step-by-step pathway through which project inputs and activities will generate outputs, outcomes, and ultimately, sustainable impact. The ToC also highlights the assumptions, enabling conditions, and external factors that may influence the project's success, ensuring that the intervention is grounded in realistic expectations and evidence-based planning.

This Theory of Change is informed by national development priorities, global best practices in skills development and health systems strengthening, and FEDI's extensive experience working with vulnerable and underserved communities. It draws on lessons from Sierra Leone's Human Capital Development Agenda, labour market assessments, and health sector reviews, ensuring that the project responds directly to documented needs and systemic gaps. By articulating a clear causal pathway, the ToC strengthens the project's strategic coherence and

demonstrates how the intervention will contribute to long-term socio-economic transformation.

13.2 Problem Statement (Root Causes)

The project responds to three interconnected development challenges that continue to undermine human capital development and hinder socio-economic progress in Sierra Leone. These root causes are structural, long-standing, and mutually reinforcing, requiring an integrated, multi-sectoral solution.

1. High Youth Unemployment and Skills Mismatch

Youth unemployment remains one of the most pressing national challenges. Many young people lack access to vocational and technical training, resulting in a significant skills gap between labour market needs and available competencies. Low ICT literacy further limits their ability to compete in an increasingly digital economy. Entrepreneurship support systems are weak, leaving young people without the guidance, tools, or capital needed to start small businesses. High school dropout rates—often driven by poverty, early marriage, or limited educational opportunities—exacerbate the problem, leaving thousands of youth without employable skills or pathways to productive livelihoods.

2. Severe Shortage of Trained Nurses and Community Health Workers

Sierra Leone faces a chronic shortage of trained health personnel, particularly in rural and underserved areas. Existing training facilities are inadequate, overcrowded, and unable to meet national demand for nurses, midwives, and community health workers. This shortage contributes to poor health outcomes, overstretched health facilities, and limited access to essential services such as maternal and child healthcare. The uneven distribution of health workers further widens the gap between urban and rural populations, leaving many communities without qualified health professionals.

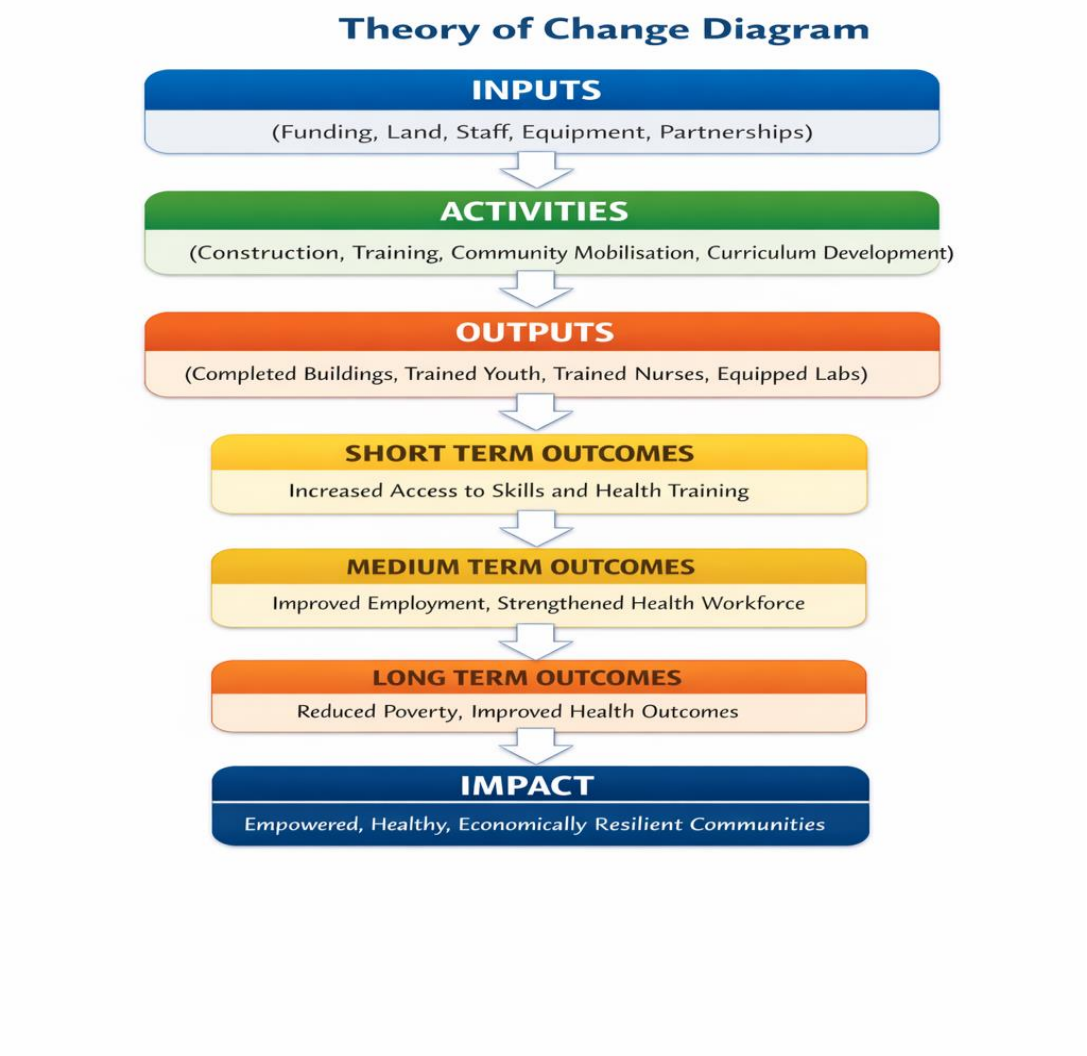
3. Persistent Gender Inequality

Gender inequality remains a major barrier to inclusive development. Women and girls have limited access to skills training, economic opportunities, and professional pathways, particularly in technical and health-related fields. Many face heightened vulnerability to poverty, exploitation, and gender-based violence. Their under-representation in the health workforce and vocational sectors restricts their economic independence and limits their contribution to national development. These inequalities are reinforced by cultural norms, financial barriers, and inadequate support systems for women and girls.

Together, these root causes create a cycle of poverty, weak service delivery, and limited economic growth. The proposed project directly addresses these systemic challenges by expanding access to skills training, strengthening the health workforce, and promoting gender equality—laying the foundation for long-term human capital development and community resilience.

13.3 Theory of Change Diagram

Below is a JPEG image ToC diagram:



13.4 Inputs

The successful implementation of the Skills Development Academy and Medical/Nursing Centre depends on a range of essential inputs that collectively form the foundation for all project activities. These resources—financial, technical, material, and human—ensure that the project is well-structured, adequately supported, and capable of achieving its intended outcomes.

Financial resources (£148,500)
Adequate funding is the cornerstone of the project's success. The total budget of £148,500 will cover all phases of implementation, including site preparation, construction, equipping, staffing, and commissioning. This financial investment ensures that the facilities are built to high standards, equipped with modern tools, and operationally sustainable. It also provides for contingencies, enabling the project to adapt to inflation or unforeseen costs without compromising quality.

Land provided by the community or local authorities
The provision of land by the host community or local government is a critical input that demonstrates local ownership and commitment. It reduces capital costs and strengthens community participation, ensuring that beneficiaries view the project as a shared asset. Secure land tenure also facilitates long-term sustainability and future expansion of the facilities.

Technical expertise (architects, engineers, trainers)
The involvement of qualified professionals—including architects, civil engineers, and vocational and health trainers—ensures that the project meets national construction and educational standards. Their expertise guarantees structural integrity, functional design, and effective delivery of training programmes. Technical specialists will also oversee quality assurance and compliance throughout the project lifecycle.

Construction materials and equipment
High-quality construction materials and equipment are essential for durability and safety. These include cement, sandcrete blocks, roofing sheets, plumbing fixtures, electrical components, and workshop tools. Using reliable materials ensures that the facilities can withstand environmental conditions and serve the community for many years.

Training curricula and instructional materials
Comprehensive training curricula and instructional resources will guide the delivery of vocational and health education programmes. These materials will be developed in alignment with national accreditation standards and tailored to local needs. They will include manuals, digital content, and practical modules that promote competency-based learning and employability.

Partnerships with government ministries, NGOs, and local institutions
Strategic partnerships will enhance the project's legitimacy, resource mobilisation, and long-term sustainability. Collaboration with the Ministries of Education and Health, local councils, NGOs, and community-based organisations will support accreditation, technical assistance, and integration into national development frameworks. These partnerships also foster knowledge exchange and capacity building.

Human resources (project staff, trainers, volunteers)
A dedicated team of project staff, trainers, and volunteers will drive implementation and ensure effective coordination. Their roles include project management, community mobilisation, monitoring and evaluation, and training delivery. Skilled personnel are vital for maintaining operational efficiency, accountability, and continuous improvement.

Together, these inputs form the structural and operational backbone of the project, enabling FEDI to translate resources into tangible outcomes that advance education, health, and socio-economic resilience in Sierra Leone.

13.5 Activities

The project will implement a series of coordinated activities across four major domains: construction, training and capacity building, community engagement, and institutional strengthening. Each activity is designed to contribute directly to the achievement of the project's objectives and long-term outcomes.

Construction Activities

Site preparation and foundation works
The first stage of implementation involves preparing the project site to ensure safety, accessibility, and structural integrity. This includes clearing vegetation, levelling the ground, and laying strong foundations capable of supporting the planned facilities. Proper groundwork is essential to prevent future structural issues and to ensure compliance with engineering standards.

Construction of the Academy and Medical/Nursing Centre
This activity focuses on erecting the two main facilities—the Skills Development Academy and the Medical/Nursing Training Centre. Both buildings will be constructed using durable materials and designed to meet national standards for educational and health training institutions. The Academy will house classrooms, workshops, and ICT labs, while the Centre will include nursing skills laboratories, lecture rooms, and demonstration wards.

Installation of solar power and WASH facilities
Reliable electricity and sanitation systems are critical for functionality and sustainability. A 10kVA solar power system will be installed to provide clean, renewable energy, while WASH facilities—including toilets, septic tanks, and water systems—will ensure hygiene and compliance with public health standards.

External works and fencing
External works such as landscaping, pathways, drainage, and perimeter fencing will enhance safety, accessibility, and environmental management. Fencing will also provide security for equipment, staff, and trainees, ensuring a safe learning environment.

Training and Capacity Building Activities

Development of vocational and nursing curricula
Comprehensive curricula will be developed for both vocational and health training programmes. These will align with national accreditation standards and incorporate practical, competency-based learning modules to ensure relevance to labour market needs.

Recruitment of instructors and administrative staff
Qualified instructors and administrative personnel will be recruited to deliver training and manage operations. Their expertise will ensure high-quality instruction, effective coordination, and adherence to institutional standards.

Delivery of ICT, tailoring, carpentry, entrepreneurship, and nursing training
Training programmes will cover a wide range of disciplines, including ICT, tailoring, carpentry, entrepreneurship, and nursing. These courses will equip participants with practical skills that enhance employability and support self-reliance.

Practical sessions in workshops and skills labs
Hands-on training will be conducted in workshops and laboratories to reinforce theoretical learning. Practical sessions will enable trainees to apply their skills in real-world scenarios, improving competence and confidence.

Community Engagement Activities

Sensitisation campaigns
Community sensitisation campaigns will raise awareness about the project's objectives,

benefits, and enrolment opportunities. These campaigns will promote inclusivity and encourage participation from youth, women, and vulnerable groups.

Beneficiary selection and enrolment
Transparent selection and enrolment processes will ensure that beneficiaries are chosen based on merit, interest, and vulnerability criteria. This approach promotes fairness and maximises impact among target populations.

Partnerships with local health facilities
Collaborations with local health facilities will provide practical training placements for nursing students and strengthen community health systems. These partnerships will also enhance service delivery and local capacity.

Institutional Strengthening Activities

Establishment of governance and management systems
Robust governance structures will be established to ensure accountability, transparency, and effective decision-making. These systems will guide project implementation and long-term institutional management.

Monitoring and evaluation
A comprehensive monitoring and evaluation framework will track progress, measure outcomes, and inform continuous improvement. Regular reporting will ensure accountability to stakeholders and donors.

Staff development and quality assurance
Ongoing staff training and quality assurance measures will maintain high standards of performance and service delivery. Capacity-building initiatives will empower staff to manage operations efficiently and sustain project outcomes beyond the initial implementation period.

Together, these activities form a cohesive implementation framework that transforms resources into tangible results—building infrastructure, developing skills, empowering communities, and strengthening institutions for sustainable development in Sierra Leone.

13.6 Outputs

The project will generate a series of measurable outputs that demonstrate tangible progress toward its objectives. These outputs are grouped into three categories—**infrastructure**, **training**, and **institutional**—each contributing directly to the project's overall impact on education, health, and community development.

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Infrastructure Outputs

1 Skills Development Academy constructed and equipped
A fully functional Skills Development Academy will be built and equipped with modern

facilities, including classrooms, workshops, and ICT laboratories. This infrastructure will serve as a hub for vocational and technical training, providing a safe and conducive environment for learning and innovation.

1 Medical/Nursing Training Centre constructed and equipped
The Medical/Nursing Training Centre will be established to deliver professional health education. Equipped with nursing skills laboratories, demonstration wards, and lecture rooms, the centre will enable practical, simulation-based learning and strengthen the health workforce pipeline.

Solar power system installed
A 10kVA solar power system will be installed to provide reliable, renewable electricity for both facilities. This ensures uninterrupted training sessions, reduces operational costs, and promotes environmental sustainability.

WASH facilities completed
Gender-segregated toilets, handwashing stations, and a water supply system will be constructed to meet hygiene and public health standards. These facilities will enhance safety, comfort, and inclusivity for all trainees and staff.

Perimeter fence and gate installed
A secure perimeter fence and gate will be built to protect the premises, equipment, and personnel. This measure ensures safety, controlled access, and a professional learning environment.

Training Outputs

500 youth trained annually in vocational and technical skills
The Academy will train at least 500 young people each year in practical, market-relevant skills such as ICT, tailoring, carpentry, and entrepreneurship. This will improve employability and foster self-reliance among youth.

200 nurses and community health workers trained annually
The Medical/Nursing Centre will produce approximately 200 qualified nurses and community health workers annually. These graduates will strengthen local health systems and improve service delivery in underserved areas.

50% female enrolment across all programmes
Gender equality will be promoted through a minimum 50% female enrolment target. This ensures that women and girls have equitable access to education and professional development opportunities.

ICT, tailoring, carpentry, and entrepreneurship courses delivered
A diverse range of courses will be offered to meet labour market demands and community needs. These programmes will combine theoretical instruction with hands-on practice, equipping trainees with the skills needed for employment and enterprise creation.

Institutional Outputs

Training curricula developed
Comprehensive, competency-based curricula will be developed for both vocational and health training programmes. These will align with national accreditation standards and incorporate practical modules to ensure relevance and quality.

Staff recruited and trained
Qualified instructors, administrators, and support staff will be recruited and trained to manage operations effectively. Continuous professional development will ensure high standards of teaching and institutional performance.

Monitoring and evaluation systems operational
A robust monitoring and evaluation (M&E) framework will be established to track progress, measure outcomes, and inform decision-making. This system will ensure accountability, transparency, and continuous improvement throughout the project lifecycle.

Collectively, these outputs represent the tangible achievements of the project—modern infrastructure, skilled graduates, and strengthened institutional capacity—all contributing to sustainable human capital development and community resilience in Sierra Leone.

13.7 Outcomes

The project is designed to generate a sequence of short-, medium-, and long-term outcomes that collectively contribute to sustainable human capital development, improved health systems, and strengthened community resilience. These outcomes reflect the logical progression of change expected as a result of the project's activities and outputs.

Short-Term Outcomes (Year 1–2)

Increased access to vocational and nursing training
In the early stages of implementation, the project will significantly expand access to high-quality vocational and nursing training for youth, women, and vulnerable groups. With the establishment of fully equipped training facilities, more individuals will have the opportunity to acquire practical skills that enhance their employability and professional development.

Improved learning environments
The construction of modern classrooms, workshops, and skills laboratories will create safe, inclusive, and well-resourced learning environments. These improved facilities will enhance the quality of instruction, support hands-on learning, and foster a positive educational experience for all trainees.

Enhanced community awareness of training opportunities
Through sensitisation campaigns and community engagement activities, awareness of available training programmes will increase. This heightened visibility will encourage participation, promote inclusivity, and ensure that the project reaches those who stand to benefit the most.

Strengthened institutional capacity of FEDI
During the initial years, FEDI's organisational capacity will be strengthened through improved governance systems, staff development, and the establishment of monitoring and evaluation mechanisms. This enhanced capacity will enable FEDI to manage the project effectively and sustain long-term operations.

Medium-Term Outcomes (Year 3–5)

Increased employment and self-employment among youth
As trainees graduate with market-relevant skills, employment rates among youth are expected to rise. Many will secure jobs in local industries, while others will pursue self-employment through small enterprises, contributing to economic growth and reducing dependency.

Strengthened health workforce in rural communities
The training of nurses, midwives, and community health workers will help address critical shortages in rural health facilities. A stronger, more evenly distributed health workforce will improve access to essential services and reduce the burden on overstretched health systems.

Improved service delivery in local health facilities
With more trained personnel entering the workforce, local health facilities will experience improved service delivery, including better patient care, reduced waiting times, and enhanced emergency response capacity. This will contribute to overall improvements in community health.

Increased participation of women in skills and health training
The project's commitment to gender equality will result in higher female participation across all training programmes. Women will gain access to new economic and professional opportunities, strengthening their autonomy and leadership within their households and communities.

Long-Term Outcomes (Year 5+)

Reduced youth unemployment
Over time, the cumulative effect of training, employment, and entrepreneurship will lead to a significant reduction in youth unemployment. This will contribute to social stability, reduced crime rates, and improved economic productivity.

Improved maternal and child health outcomes
A stronger health workforce—particularly in maternal and child health—will lead to

measurable improvements in health outcomes. Increased availability of trained nurses and community health workers will support safer pregnancies, healthier children, and reduced mortality rates.

Increased household income and economic stability
As more individuals secure employment or start businesses, household incomes will rise. This increased economic stability will improve living standards, reduce poverty, and enable families to invest in education, nutrition, and long-term wellbeing.

Enhanced community resilience to health and economic shocks
In the long term, communities will become more resilient to crises such as disease outbreaks, economic downturns, and natural disasters. A skilled workforce, stronger health systems, and improved livelihoods will enable communities to adapt, recover, and thrive in the face of challenges.

13.8 Impact

The long-term impact of the project is captured in the overarching vision: **"Empowered, healthy, and economically resilient communities with improved access to education, skills training, and healthcare services."** This statement reflects the transformative change the project seeks to achieve by addressing the root causes of unemployment, weak health systems, and gender inequality. Over time, the combined effect of improved skills development, strengthened health training, and inclusive community engagement will create a foundation for sustainable human capital development across Sierra Leone.

This impact aligns closely with **Sierra Leone's Human Capital Development Agenda**, which prioritises education, health, and workforce readiness as key drivers of national progress. By expanding access to vocational and nursing training, the project directly supports the government's commitment to building a skilled, productive, and healthy population capable of contributing to long-term economic growth.

The project also contributes to **SDG 3 (Good Health and Well-Being)** by increasing the number of trained nurses and community health workers who can deliver essential services, particularly in underserved rural communities. Strengthening the health workforce will lead to improved maternal and child health outcomes, reduced mortality rates, and enhanced community resilience to disease outbreaks.

In alignment with **SDG 4 (Quality Education)**, the project expands access to practical, market-relevant training for youth and women. By providing modern learning environments, updated curricula, and qualified instructors, the initiative promotes lifelong learning and equips individuals with the skills needed to thrive in a competitive labour market.

The project advances **SDG 5 (Gender Equality)** by ensuring that women and girls have equitable access to training opportunities. With a minimum 50% female enrolment target, the initiative empowers women economically, enhances their representation in the health workforce, and reduces gender-based disparities in education and employment.

Through its focus on employability and entrepreneurship, the project supports **SDG 8 (Decent Work and Economic Growth)**. By training youth in vocational and technical skills, the initiative increases employment opportunities, stimulates local enterprise development, and contributes to a more dynamic and inclusive economy.

Finally, the project contributes to **SDG 10 (Reduced Inequalities)** by prioritising vulnerable and marginalised groups, including women, youth, persons with disabilities, and economically disadvantaged households. By expanding access to training and health services, the project helps reduce social and economic disparities within communities.

13.9 Key Assumptions

The Theory of Change is built on several critical assumptions that must hold true for the project to achieve its intended outcomes and long-term impact. These assumptions reflect the enabling conditions required for smooth implementation, effective service delivery, and sustained community benefits.

Donor funding is secured on time
A central assumption is that the required financial resources will be disbursed promptly. Timely funding ensures that construction activities, procurement, staffing, and training programmes can proceed without delays. Any significant disruption in funding flows could slow implementation, increase costs, or compromise the quality of outputs.

Construction materials remain available and affordable
The project assumes that essential construction materials—such as cement, roofing sheets, timber, and plumbing fixtures—will remain accessible and reasonably priced throughout the construction period. Stability in the supply chain is crucial to maintaining the project timeline and avoiding cost overruns caused by inflation or shortages.

Community members participate actively
Active community participation is assumed to continue throughout the project lifecycle. This includes providing land, supporting sensitisation activities, participating in governance structures, and encouraging youth and women to enrol in training programmes. Strong community engagement enhances ownership, sustainability, and long-term impact.

Government policies remain supportive
The project assumes that national and local government policies will remain favourable to skills development, health workforce training, and community-based development initiatives. Supportive policies enable accreditation, partnerships, and alignment with national development priorities.

Qualified trainers and instructors are available
The availability of competent trainers, instructors, and administrative staff is essential for delivering high-quality vocational and health training. The project assumes that the labour market will provide suitably qualified professionals and that FEDI will be able to recruit and retain them.

No major disruptions (e.g., natural disasters, political instability)
Finally, the Theory of Change assumes that the project environment will remain stable and free from major disruptions such as natural disasters, disease outbreaks, or political instability. Such events could halt construction, restrict mobility, or divert resources away from development activities.

13.10 Risks and Mitigation Measures

Table-XXIII-Risks & Mitigation Measures

Risk	Likelihood	Mitigation Strategy
Inflation in construction materials	Medium	Use contingency funds; bulk purchasing
Delays in procurement	Low	Early procurement planning
Staff shortages	Medium	Competitive recruitment; partnerships
Community resistance	Low	Continuous engagement and sensitisation
Power supply issues	Low	Solar power installation

13.11 Summary

The Theory of Change demonstrates that the project is **strategic, evidence-based, and impact-oriented**, reflecting a clear understanding of the structural challenges facing communities in Sierra Leone. It is grounded in national development priorities, global best practices, and FEDI's practical experience working with vulnerable populations. This strategic alignment ensures that the project is not only relevant but also positioned to address the root causes of unemployment, weak health systems, and gender inequality in a meaningful and sustainable way.

The Theory of Change also shows that **the pathway from inputs to impact is clear and logical**, with each stage—inputs, activities, outputs, outcomes, and long-term impact—building coherently on the previous one. This structured progression provides a transparent roadmap for implementation and demonstrates how resources will be transformed into tangible improvements in education, health, and livelihoods. The clarity of this pathway strengthens accountability and enhances donor confidence.

Furthermore, the project is designed to **generate sustainable, long-term benefits** that extend well beyond the initial implementation period. By investing in durable infrastructure, renewable energy systems, high-quality training programmes, and institutional capacity building, the project ensures that communities will continue to benefit from improved skills, stronger health services, and enhanced economic opportunities for many years to come.

Finally, the Theory of Change confirms that **FEDI has the capacity to deliver meaningful change**. With its experienced leadership, established community networks, and proven track record in development programming, FEDI is well-positioned to implement the project effectively and responsibly. Its commitment to transparency, inclusivity, and continuous improvement further reinforces its ability to achieve the project's intended impact.

SECTION 14 — LOGICAL FRAMEWORK (LOGFRAME / LFA)

Project: Construction and Operationalisation of Skills Development Academy and Medical/Nursing Centre

Duration: 12 Months

Implementing Organisation: FEDI

14.1 Logical Framework Matrix

Below is the full Logical Framework, structured according to international donor standards (EU, UN, DFID/FCDO, World Bank).

LOGICAL FRAMEWORK MATRIX

Table-XXIV-Framework Matrix

Intervention Logic	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoV)	Assumptions / Risks

OVERALL GOAL — Expanded Essay Form

The overall goal of the project is to contribute to improved human capital development, enhanced healthcare delivery, and increased socio-economic resilience in Sierra Leone by expanding access to high-quality skills training and strengthening the national health workforce. By investing in education, vocational training, and health systems, the project aims to empower communities, reduce poverty, and support long-term national development. The following long-term outcomes and indicators illustrate how progress toward this goal will be measured and sustained.

Reduction in youth unemployment rates in the project area by Year 5
A key outcome of the project is a measurable reduction in youth unemployment within the target communities. By equipping young people with market-relevant vocational and technical skills, the project will increase employability, support entrepreneurship, and create pathways to sustainable livelihoods. Over time, this will contribute to broader economic stability and reduced dependency on informal or precarious work.

Increase in trained nurses and community health workers deployed to rural facilities
The project will significantly expand the number of trained nurses and community health workers available to serve rural and underserved areas. By strengthening the health workforce pipeline, the initiative will help address critical staffing shortages, improve access to essential services, and support national health priorities. Graduates will be equipped with the competencies needed to deliver high-quality care in both community and clinical settings.

Improved maternal and child health indicators in target communities
Through enhanced health training and improved service delivery, the project aims to contribute to better maternal and child health outcomes. Increased availability of skilled health

workers, combined with strengthened community health education, will support safer pregnancies, improved newborn care, and reduced preventable illnesses. These improvements will be reflected in district-level health statistics and community health reports.

National labour force surveys
Progress toward the overall goal will be monitored through national labour force surveys, which provide reliable data on employment trends, skills gaps, and workforce participation. These surveys will help verify reductions in unemployment and assess the broader impact of the project on human capital development.

Ministry of Health workforce deployment reports
Deployment reports from the Ministry of Health will serve as a key source of evidence for tracking the number of trained nurses and community health workers entering the health system. These reports will confirm placement patterns, staffing levels, and the contribution of project graduates to rural health facilities.

District health statistics
District-level health data will be used to monitor improvements in maternal and child health indicators. These statistics provide insight into service utilisation, health outcomes, and the effectiveness of community-level interventions supported by the project.

Stable political environment
Achievement of the overall goal assumes a stable political environment that allows training programmes, health services, and community engagement activities to operate without disruption. Political stability supports continuity of operations and enables long-term planning.

Continued government support for skills and health training
Sustained government commitment to technical education and health workforce development is essential. Supportive policies, accreditation frameworks, and collaboration with ministries will reinforce the project's long-term impact and integration into national systems.

No major natural disasters
The project's success also depends on the absence of major natural disasters that could disrupt infrastructure, displace communities, or divert national resources. A stable environmental context enables uninterrupted training, service delivery, and community participation.

PURPOSE / OUTCOME — Expanded Essay Form

The purpose of the project is to provide accessible, high-quality vocational and nursing training to youth, women, and vulnerable groups, ultimately leading to improved employment outcomes, strengthened health systems, and enhanced community resilience. By expanding opportunities for skills development and professional training, the project aims to break cycles of poverty, address critical workforce shortages, and empower communities to become more self-reliant and economically stable. The following outcomes and indicators illustrate how this purpose will be achieved and measured over time.

500 youth trained annually in vocational skills
A central outcome of the project is the annual training of 500 youth in market-relevant vocational skills. These programmes will equip young people with practical competencies in areas such as carpentry, tailoring, ICT, and other trades that are in high demand. By increasing the number of skilled youth entering the labour market each year, the project contributes directly to reducing unemployment and supporting local economic growth.

200 nurses and community health workers trained annually
The project will also train 200 nurses and community health workers each year, addressing critical gaps in the national health workforce. These graduates will be equipped with the

knowledge and skills needed to serve in rural clinics, community health posts, and district hospitals. Their deployment will strengthen healthcare delivery, improve service coverage, and support national health priorities.

50% female enrolment achieved
Achieving at least 50% female enrolment is a key commitment of the project, ensuring that women and girls have equal access to training opportunities. This focus on gender equity promotes women's economic empowerment, enhances household resilience, and contributes to broader social inclusion. It also ensures that women are well represented in both vocational and health-related professions.

70% of graduates employed or self-employed within 12 months
The project aims for at least 70% of graduates to secure employment or establish their own businesses within one year of completing training. Employment tracking surveys and follow-up support will help monitor this outcome. High post-training employment rates demonstrate the relevance of the curriculum, the strength of partnerships with employers, and the effectiveness of the project in improving livelihoods.

Training centre records
Training centre records will provide reliable data on enrolment, attendance, course completion, and certification. These records form the foundation for monitoring progress toward annual training targets and ensuring accountability.

Graduation lists
Graduation lists will verify the number of trainees who successfully complete their programmes. These lists serve as official documentation for reporting to donors, government partners, and accreditation bodies.

Employment tracking surveys
Employment tracking surveys will be used to monitor graduate outcomes, assess job placement rates, and identify areas where additional support may be needed. These surveys provide valuable insights into labour-market trends and the effectiveness of training programmes.

M&E reports
Regular Monitoring and Evaluation (M&E) reports will synthesise data from multiple sources, providing a comprehensive overview of progress toward the project's purpose. These reports will highlight achievements, identify challenges, and recommend improvements.

Trainees complete full training cycles
Achievement of the project's purpose assumes that trainees are able to complete their full training cycles without disruption. This requires stable attendance, supportive learning environments, and effective programme delivery.

Local job market absorbs graduates
The success of the project also depends on the capacity of the local job market to absorb graduates. Strong partnerships with employers, private sector actors, and government agencies will help ensure that trained individuals can transition into meaningful employment.

Health facilities accept trained personnel
For nursing and health training programmes, it is essential that health facilities are willing and able to accept trained personnel. Collaboration with the Ministry of Health and district health authorities will support smooth deployment and integration of graduates into the health system.

OUTPUTS — Expanded Essay Form

Output 1: Skills Development Academy Constructed and Equipped

The first major output of the project is the successful construction and equipping of the Skills Development Academy, which will serve as the central hub for vocational and technical training. This output lays the physical foundation for all subsequent training activities, ensuring that learners have access to a safe, modern, and fully functional environment in which to develop their skills. The completion of this infrastructure marks a critical milestone in expanding educational opportunities for youth, women, and vulnerable groups.

1 Academy building completed
A fully constructed Academy building will provide the essential classrooms, administrative offices, and training spaces required for effective programme delivery. The building will be designed to meet safety standards, accommodate large numbers of trainees, and support a wide range of vocational and health-related courses. Its completion signifies the establishment of a permanent, purpose-built facility dedicated to skills development.

3 workshops fully equipped
Three specialised workshops—such as carpentry, tailoring, and electrical or mechanical training—will be fully equipped with the necessary tools, machinery, and materials. These workshops will offer hands-on, practical learning experiences that prepare trainees for real-world employment. Equipping these spaces ensures that training is not only theoretical but also grounded in practical skill acquisition.

ICT lab operational
An operational ICT laboratory will provide trainees with access to computers, internet connectivity, and digital learning resources. This lab will support ICT training programmes, enhance digital literacy, and enable learners to develop essential 21st-century skills. It also strengthens the Academy's capacity to deliver blended learning and support administrative functions.

Construction reports
Construction reports will document progress, verify completion of key milestones, and ensure that building works meet required standards. These reports provide transparency and accountability throughout the construction phase.

Procurement records
Procurement records will detail the acquisition of equipment, tools, and materials for the workshops and ICT lab. These records ensure that procurement processes are transparent, competitive, and aligned with donor requirements.

Site inspection reports
Regular site inspection reports will confirm that construction and installation activities comply with safety regulations, quality standards, and architectural specifications. These inspections help identify issues early and ensure that corrective actions are taken promptly.

Construction materials available
The successful completion of this output assumes that construction materials remain available and accessible throughout the building phase. Reliable supply chains are essential to avoid delays and maintain construction quality.

No major delays due to weather
Favourable weather conditions are also an important assumption, as severe weather could disrupt construction timelines. The project anticipates normal seasonal patterns that allow building works to proceed as scheduled.

Output 2: Medical/Nursing Training Centre Constructed and Equipped — Expanded Essay Form

The second major output of the project is the successful construction and equipping of the Medical/Nursing Training Centre, which will serve as a specialised hub for developing a competent and community-focused health workforce. This facility is essential for strengthening local health systems, improving service delivery, and ensuring that trainees have access to high-quality, practical learning environments. The completion of this centre represents a significant investment in long-term health sector capacity building.

1 Nursing Centre completed
A fully constructed Nursing Training Centre will provide dedicated classrooms, administrative spaces, and clinical training areas designed to meet national standards for health education. The building will be purpose-built to support both theoretical instruction and hands-on clinical practice, ensuring that trainees learn in an environment that mirrors real healthcare settings. Its completion marks a major milestone in expanding access to professional health training.

Skills lab and demonstration ward equipped
The Centre will include a fully equipped skills laboratory and demonstration ward, enabling trainees to practise essential clinical procedures in a controlled, supervised environment. These spaces will contain hospital beds, mannequins, diagnostic tools, and other medical training equipment that simulate real-life scenarios. Equipping these facilities ensures that trainees gain confidence and competence before entering clinical placements.

Training equipment installed
All necessary training equipment—such as anatomical models, medical instruments, simulation devices, and teaching aids—will be installed to support high-quality instruction. This equipment is vital for delivering practical, competency-based training that prepares students for the demands of professional healthcare work. Proper installation ensures safety, functionality, and alignment with accreditation requirements.

Site inspection reports
Regular site inspection reports will verify that construction and installation activities meet required standards for safety, quality, and compliance. These reports provide documented assurance that the facility has been built and equipped according to approved specifications.

Equipment inventory
A comprehensive equipment inventory will be maintained to record all items procured and installed within the Centre. This inventory supports accountability, facilitates maintenance planning, and ensures that all essential tools are available for training delivery.

Photographic evidence
Photographic documentation will capture key stages of construction and equipment installation. These images provide visual verification of progress and serve as evidence for donors, partners, and regulatory bodies.

Qualified suppliers available
The successful delivery of this output assumes that qualified suppliers are available to provide high-quality medical training equipment and materials. Reliable suppliers are essential to ensure that the Centre is equipped with durable, accredited, and appropriate tools.

Equipment delivered on time
Timely delivery of equipment is also a critical assumption, as delays could affect installation schedules and disrupt the planned start of training programmes. The project anticipates

smooth procurement processes that allow all equipment to arrive and be installed within the required timeframe.

Output 3: Solar and WASH Systems Installed — Expanded Essay Form

The third major output of the project is the installation of reliable solar and WASH (Water, Sanitation and Hygiene) systems, which are essential for ensuring that the Skills Development Academy and Medical/Nursing Training Centre operate efficiently and sustainably. These systems reduce operational costs, improve environmental performance, and create a safe, healthy learning environment for trainees and staff. Their successful installation strengthens the long-term resilience of the facilities and supports uninterrupted service delivery.

10kVA solar system installed
A 10kVA solar power system will be installed to provide clean, renewable energy for the entire training complex. This system will reduce dependence on grid electricity and diesel generators, lowering operational costs and ensuring a stable power supply. The solar installation also enhances environmental sustainability by reducing carbon emissions and supporting climate-resilient infrastructure.

6 toilets and septic tank completed
Six modern toilets and a fully functional septic tank will be constructed to meet sanitation needs for trainees, staff, and visitors. These facilities are essential for maintaining hygiene standards, preventing disease transmission, and ensuring a dignified and safe environment. The septic system will be designed to handle long-term usage while minimising environmental impact.

Water system functional
A reliable water system will be installed to supply clean water for drinking, sanitation, and training activities. This includes water storage, distribution lines, and handwashing stations. A functional water system is critical for both WASH compliance and the effective operation of the skills and nursing training programmes, particularly those requiring strict hygiene protocols.

Technical installation reports
Technical installation reports will document the proper setup of the solar and WASH systems, confirming that all components meet required standards and specifications. These reports provide assurance of quality workmanship and serve as reference documents for future maintenance.

Maintenance logs
Maintenance logs will be kept to record routine servicing, repairs, and inspections of the solar and WASH systems. These logs ensure accountability, support preventive maintenance, and help identify issues before they escalate into major problems.

Stable supply of solar components
The successful installation of the solar system assumes that all required components—such as panels, inverters, and batteries—are available and delivered without disruption. A stable supply chain is essential to avoid delays and ensure that the system is installed to full capacity.

Water access remains reliable
The functionality of the WASH system depends on consistent access to water, whether through local supply networks, boreholes, or storage systems. Reliable water access ensures that sanitation facilities remain operational and that training activities can proceed without in

Output 4: Training Programmes Operational — Expanded Essay Form

The fourth major output of the project is the successful launch and operation of the training programmes within the Skills Development Academy and Medical/Nursing Training Centre. This output represents the transition from infrastructure development to active service delivery, ensuring that the facilities begin fulfilling their core purpose—providing high-quality, accessible training to youth, women, and vulnerable groups. Establishing fully operational programmes is essential for achieving long-term employment, health, and community resilience outcomes.

Curricula developed
Comprehensive and competency-based curricula will be developed for all vocational and nursing programmes. These curricula will align with national standards, labour-market needs, and accreditation requirements. The development process will involve subject specialists, industry partners, and government stakeholders to ensure that the content is relevant, practical, and capable of preparing trainees for real-world employment and professional practice.

Trainers recruited
Qualified trainers will be recruited to deliver both theoretical and practical instruction across all training areas. These trainers will bring professional experience, technical expertise, and strong pedagogical skills to the programmes. Their recruitment ensures that trainees receive high-quality instruction and mentorship, which is essential for building confidence, competence, and employability.

First cohort enrolled
The enrolment of the first cohort marks the official commencement of training activities. This group of trainees—drawn from youth, women, and vulnerable populations—will begin their learning journey in the newly established facilities. Their enrolment demonstrates community trust in the project and signifies the start of measurable impact on livelihoods and health workforce development.

HR records
Human Resource records will document the recruitment, qualifications, and deployment of trainers and administrative staff. These records ensure transparency, support performance management, and provide evidence of compliance with staffing requirements.

Curriculum documents
Curriculum documents will serve as official references for course content, learning outcomes, assessment methods, and instructional schedules. They provide a structured framework for programme delivery and are essential for accreditation and quality assurance processes.

Enrolment lists
Enrolment lists will verify the number and demographic profile of trainees admitted into each programme. These lists support monitoring of gender balance, inclusion of vulnerable groups, and progress toward annual training targets.

Availability of qualified trainers
The successful operation of training programmes assumes that qualified trainers are available and willing to work in the project area. Their availability is essential for maintaining programme quality and ensuring continuity of instruction.

Community willingness to participate
The project also assumes strong community interest and willingness to enrol in the training programmes. Community participation is vital for achieving enrolment targets, promoting gender equity, and ensuring that the benefits of the project reach those who need them most.

A1. Conduct community consultations and land verification

The project will begin with comprehensive community consultations and land verification processes. These engagements are essential for ensuring that the initiative is rooted in genuine local needs, priorities, and expectations. Through structured dialogues with community leaders, youth groups, women's associations, and local authorities, the project team will validate the suitability of the proposed site, confirm land ownership, and secure community consent. This participatory approach strengthens transparency, fosters local ownership, and mitigates potential disputes related to land use or project implementation.

A2. Develop architectural designs and procurement plans

Following the consultations, the project will progress to the development of architectural designs and procurement plans. This phase involves translating community aspirations and technical requirements into detailed building designs that meet safety, accessibility, and sustainability standards. Simultaneously, procurement plans will be prepared to guide the acquisition of construction materials, equipment, and services. These plans will emphasise value for money, compliance with procurement regulations, and the prioritisation of local suppliers where feasible, thereby contributing to local economic development.

A3. Construct Academy and Nursing Centre buildings

The construction of the Academy and Nursing Centre buildings represents the core physical component of the project. Skilled contractors will be engaged to execute the construction works in accordance with approved architectural drawings and engineering specifications. Quality assurance mechanisms will be embedded throughout the process to ensure structural integrity, durability, and alignment with environmental standards. The construction phase will also create temporary employment opportunities for local labourers, further strengthening community engagement and economic participation.

A4. Install solar and WASH systems

Once the buildings are completed, the project will install solar energy systems and WASH (Water, Sanitation, and Hygiene) facilities. These installations are critical for ensuring that the Academy and Nursing Centre operate efficiently, sustainably, and safely. Solar systems will provide reliable, renewable energy to support lighting, ICT use, and essential medical equipment. WASH systems—including boreholes, water storage, handwashing stations, and gender-sensitive sanitation facilities—will promote hygiene, reduce disease risks, and create a conducive learning and training environment.

A5. Procure and install furniture, ICT tools, skills equipment, and medical training kits

The next phase will involve procuring and installing furniture, ICT tools, skills development equipment, and medical training kits. Classrooms, laboratories, and administrative spaces will be furnished to support effective teaching, learning, and service delivery. ICT tools will enhance digital literacy and enable modern instructional methods, while specialised equipment will support vocational, technical, and clinical training. Medical training kits will ensure that nursing trainees gain practical, hands-on experience aligned with national health standards.

A6. Recruit staff and develop training curricula

To operationalise the Academy and Nursing Centre, the project will recruit qualified staff and develop comprehensive training curricula. Recruitment will prioritise experienced educators, clinical instructors, administrative personnel, and support staff who can uphold high standards of professionalism and service delivery. Concurrently, curricula will be designed to reflect national competency frameworks, labour market needs, and emerging skills demands. This ensures that graduates are well-prepared for employment, entrepreneurship, or further education.

A7. Conduct community sensitisation and enrolment

Finally, the project will conduct community sensitisation and enrolment activities to ensure broad awareness and participation. These activities will include outreach campaigns, information sessions, and targeted mobilisation efforts aimed at parents, youth, and community groups. Sensitisation will highlight the benefits of education, skills training, and healthcare services offered by the new facilities. Enrolment processes will be transparent, inclusive, and gender-sensitive, ensuring that vulnerable and marginalised groups have equitable access to opportunities created by the project.

A8. Launch training programmes

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The project will culminate in the launch of the training programmes, marking the transition from infrastructure development to full operationalisation. This phase involves rolling out structured learning pathways for students, trainees, and community beneficiaries across the Academy and Nursing Centre. The programmes will be introduced in a phased manner to ensure quality assurance, alignment with national standards, and readiness of teaching staff and facilities. Launch activities will include orientation sessions, dissemination of training materials, and the establishment of monitoring mechanisms to track learner progress and programme effectiveness.

To demonstrate accountability and transparency, the project will document the number of consultations held throughout the planning and implementation stages. These consultations—conducted with community stakeholders, local authorities, technical experts, and partner organisations—serve as a foundation for inclusive decision-making. Recording the frequency and outcomes of these engagements provides evidence of participatory processes and ensures that community voices remain central to the project's direction and long-term sustainability.

The timely completion of buildings will serve as a key indicator of progress and project discipline. Ensuring that construction milestones are met according to schedule reflects effective coordination between contractors, architects, and project managers. It also demonstrates adherence to quality standards, safety protocols, and environmental considerations. Completed buildings will provide the physical environment necessary for delivering high-quality education, skills training, and healthcare services.

Another important milestone will be the successful procurement of equipment required for academic, vocational, and clinical training. This includes ICT tools, laboratory equipment, medical training kits, and essential furniture. The procurement process will follow established guidelines to ensure fairness, transparency, and value for money. Documenting the acquisition and installation of equipment confirms that the facilities are adequately resourced to support effective teaching, learning, and service delivery.

Staff recruitment will be a critical operational achievement, ensuring that the Academy and Nursing Centre are equipped with qualified personnel capable of delivering high-quality programmes. Recruitment efforts will focus on attracting experienced educators, clinical instructors, administrative staff, and support personnel. Maintaining comprehensive HR files will provide evidence of transparent hiring processes, compliance with labour regulations, and the establishment of a competent workforce committed to the project's mission.

The formal launch of training programmes will be supported by detailed training schedules that outline course structures, delivery timelines, and assessment methods. These schedules will guide both staff and learners, ensuring that training activities are well-organised, predictable, and aligned with national competency frameworks. They also serve as a reference point for monitoring progress and adjusting programme delivery where necessary.

Throughout implementation, the project will rely on a range of documentation to verify progress and maintain accountability. Meeting minutes will capture key decisions, stakeholder contributions, and follow-up actions. Construction progress reports will provide updates on building works, timelines, and quality assurance measures. Procurement documents will record the acquisition of goods and services, while HR files will track recruitment processes and staff onboarding. Together, these documents form a comprehensive evidence base for monitoring, evaluation, and reporting.

The successful delivery of the project will depend on several enabling conditions, including the timely release of funds. Predictable financing ensures that construction, procurement, staffing, and programme launch activities proceed without interruption. Delays in funding could disrupt timelines, increase costs, and undermine stakeholder confidence, making financial reliability a critical assumption for project success.

Effective contractor performance is another essential assumption underpinning the project's implementation. Contractors must adhere to agreed timelines, quality standards, and safety protocols to ensure that buildings and installations are completed to specification. Strong oversight and clear contractual obligations will help maintain accountability and reduce the risk of delays or substandard work.

The project also assumes that no major procurement delays will occur. Efficient procurement processes are vital for ensuring that equipment, materials, and supplies arrive on time and meet required standards. Any significant delays could affect training schedules, operational readiness, and overall project momentum, making streamlined procurement a key operational requirement.

Finally, the project's success depends heavily on continued community cooperation. Community members play a vital role in supporting consultations, safeguarding project assets, participating in sensitisation activities, and encouraging enrolment. Their ongoing engagement ensures that the Academy and Nursing Centre remain relevant, accessible, and responsive to local needs, thereby strengthening long-term sustainability and impact.

14.2 Summary of Logframe

The Logical Framework provides a clear demonstration that the project is grounded in well-defined and measurable indicators. These indicators allow both implementers and donors to track progress objectively, assess performance against targets, and verify that activities are producing the intended results. By establishing quantifiable benchmarks from the outset, the project ensures transparency, strengthens accountability, and enables evidence-based decision-making throughout the implementation cycle.

The framework also illustrates how the project's outputs logically lead to the desired outcomes and ultimately contribute to long-term impact. Each activity is strategically aligned to produce tangible outputs that build upon one another in a coherent sequence. This logical flow ensures that short-term achievements translate into meaningful improvements in skills development, service delivery, and community wellbeing. The clarity of this results chain enhances the project's credibility and demonstrates a strong theory of change.

Monitoring mechanisms are integrated into every stage of the project, ensuring continuous oversight and adaptive management. These mechanisms include routine data collection, progress reviews, stakeholder consultations, and periodic evaluations. By embedding monitoring processes within the implementation structure, the project is able to identify challenges early, adjust strategies where necessary, and maintain alignment with planned objectives. This systematic approach reinforces the project's commitment to learning and accountability.

The Logical Framework further shows that the assumptions and risks underpinning the project are both realistic and manageable. Key external factors—such as community cooperation, timely funding, and stable operating conditions—have been carefully analysed, and mitigation strategies have been incorporated into the design. This proactive risk management approach ensures that potential disruptions are anticipated and addressed, thereby safeguarding the project's continuity and effectiveness.

In addition, the project aligns closely with national and global development priorities. Its focus on education, skills development, health training, and community empowerment reflects national policy frameworks and contributes to broader international agendas such as the Sustainable Development Goals. This alignment strengthens the project's relevance, enhances opportunities for partnership, and positions it as a meaningful contributor to long-term development outcomes.

Overall, the Logical Framework Approach provides donors with strong confidence in the project's feasibility, accountability, and long-term sustainability. By presenting a coherent structure that links activities to outcomes, embeds monitoring systems, and anticipates risks, the LFA demonstrates that the project is well-designed, strategically grounded, and capable of delivering lasting impact.

SECTION 15 — MONITORING & EVALUATION (M&E) PLAN

15.1 Introduction

The Monitoring and Evaluation (M&E) Plan outlines the systematic approach through which FEDI will track progress, measure results, ensure accountability, and assess the long-term impact of the Skills Development Academy and the Medical/Nursing Centre. It provides a structured framework that guides data collection, analysis, reporting, and learning throughout the project lifecycle. By establishing clear processes and responsibilities, the M&E Plan ensures that implementation remains aligned with the project's objectives and that evidence is consistently generated to support decision-making and performance improvement.

A central purpose of the M&E system is to ensure timely and high-quality implementation across all project components. Through routine monitoring visits, progress reviews, and performance tracking, the system enables the project team to identify delays, bottlenecks, or quality concerns early. This allows for rapid corrective action and ensures that activities remain on schedule and meet the expected standards. In this way, the M&E framework acts as a safeguard for implementation efficiency and effectiveness.

The M&E Plan also plays a critical role in providing evidence-based reporting to donors. By generating reliable data and well-documented progress updates, the project can demonstrate accountability, transparency, and responsible use of resources. Donor reporting will be grounded in verifiable indicators, supported by field evidence, and presented in formats that meet international reporting expectations. This strengthens donor confidence and reinforces the credibility of FEDI's project management systems.

Another key function of the M&E system is to support learning and continuous improvement. By analysing trends, identifying lessons, and reflecting on implementation experiences, the project team can refine strategies, strengthen interventions, and enhance overall impact. Learning will be shared internally among staff and externally with partners and stakeholders, ensuring that the project contributes to broader sector knowledge and informs future programming.

Transparency and accountability are further strengthened through the M&E Plan. Clear documentation, open communication channels, and participatory monitoring approaches ensure that stakeholders—including community members, partners, and beneficiaries—remain informed and engaged. This openness fosters trust, encourages community ownership, and ensures that project decisions are grounded in accurate and inclusive information.

Finally, the M&E system is designed to measure outcomes and long-term impact, going beyond activity tracking to assess how the project contributes to improved skills, enhanced livelihoods, strengthened health services, and broader community development. Outcome and impact assessments will draw on both quantitative and qualitative methods, ensuring a comprehensive understanding of the project's effectiveness and sustainability.

Overall, the M&E Plan is fully aligned with the Logical Framework Approach (LFA), the Theory of Change, and national reporting standards. This alignment ensures coherence across

planning, implementation, and evaluation processes, while also meeting the expectations of government partners, donors, and regulatory bodies. It positions the project as a well-structured, accountable, and impact-driven initiative capable of delivering meaningful and lasting change.

15.2 M&E Objectives

The Monitoring and Evaluation system is designed to systematically track progress against all planned activities and outputs. By comparing actual achievements with the project's implementation schedule and performance indicators, the M&E framework ensures that the project remains on course and that deviations are identified early. This structured tracking process strengthens implementation discipline and provides a clear picture of how effectively the project is delivering its intended outputs.

A key objective of the M&E system is to measure outcomes related to skills development and health workforce training. Beyond counting activities, the system will assess how training programmes improve knowledge, competencies, employability, and service delivery capacity among beneficiaries. This outcome-level measurement ensures that the project's contribution to human capital development is clearly understood and supported by credible evidence.

The M&E system also aims to identify challenges and propose corrective actions throughout the project lifecycle. By continuously analysing data, reviewing progress, and engaging with stakeholders, the system enables the project team to detect bottlenecks, inefficiencies, or emerging risks. This proactive approach ensures that timely adjustments can be made to improve performance and maintain alignment with project goals.

Ensuring the efficient use of donor resources is another central objective of the M&E framework. Through financial monitoring, value-for-money assessments, and transparent reporting, the system provides assurance that funds are being used responsibly and strategically. This reinforces donor confidence and demonstrates FEDI's commitment to accountability and sound financial stewardship.

The documentation of lessons learned and best practices forms an important part of the M&E objectives. By capturing insights from implementation experiences, the project contributes to organisational learning and sector-wide knowledge. These lessons will inform future programming, strengthen institutional capacity, and support continuous improvement across FEDI's initiatives.

Finally, the M&E system is designed to provide credible evidence for future funding and scaling. By generating robust data and demonstrating measurable impact, the project positions itself for potential expansion, replication, or additional investment. This evidence base strengthens the case for long-term sustainability and supports strategic decision-making for future growth.

15.3 M&E Structure and Responsibilities

15.3.1 FEDI M&E Unit

The Monitoring and Evaluation Unit will be led by a dedicated Monitoring & Evaluation Officer who will oversee the design, coordination, and implementation of all M&E activities. This leadership role ensures that data systems, reporting processes, and evaluation methodologies are consistently applied across the project. The M&E Officer will also be responsible for ensuring that the project adheres to national standards, donor requirements, and internal quality assurance protocols, thereby strengthening the credibility and reliability of all project data.

Supporting the M&E Officer will be a team of Data Collection Assistants who will play a central role in gathering accurate and timely information from the field. Their responsibilities will include administering surveys, conducting interviews, collecting attendance records, and verifying activity completion. By maintaining close contact with beneficiaries, training centres, and community stakeholders, these assistants ensure that the M&E system is grounded in real-time, community-level evidence.

The Project Manager will also contribute significantly to the M&E structure by providing strategic oversight and ensuring that monitoring findings inform decision-making. As the individual responsible for overall project coordination, the Project Manager will use M&E data to track implementation progress, allocate resources efficiently, and address operational challenges. Their involvement ensures that M&E is not a standalone function but an integral part of project management and performance improvement.

Training Coordinators will support the M&E system by supplying detailed information on training delivery, learner performance, and curriculum implementation. They will maintain records on enrolment, attendance, assessments, and completion rates, ensuring that the project can accurately measure outcomes related to skills development and health workforce training. Their close interaction with trainers and learners positions them as key contributors to the quality and completeness of M&E data.

The Community Liaison Officer will further strengthen the M&E structure by facilitating communication between the project team and local communities. This role ensures that community feedback, concerns, and observations are systematically captured and integrated into the monitoring process. By maintaining strong relationships with community leaders and beneficiaries, the Community Liaison Officer helps ensure that the project remains responsive, inclusive, and aligned with local needs.

15.3.2 Roles and Responsibilities

Table-XXV-Roles & Responsibilities Schedule

Role	Responsibilities
M&E Officer	Leads M&E system, designs tools, analyses data, prepares reports
Project Manager	Oversees implementation, ensures compliance with M&E findings
Training Coordinators	Track trainee attendance, performance, and completion
Construction Supervisor	Provides weekly progress updates and site reports
Community Liaison Officer	Facilitates community feedback and beneficiary verification
Executive Director	Approves reports and ensures donor compliance

15.4 M&E Tools and Methods

FEDI will employ a combination of qualitative, quantitative, and digital tools to ensure that monitoring and evaluation processes are comprehensive, reliable, and aligned with best practices. This mixed-methods approach allows the project to capture both numerical trends and

deeper insights into beneficiary experiences, implementation quality, and community perceptions. By integrating multiple data sources, the M&E system will generate a robust evidence base to support decision-making, accountability, and long-term learning.

Quantitative tools will form the backbone of routine monitoring by providing measurable data on participation, progress, and performance. Attendance registers will be used to track learner participation and ensure that training sessions are delivered consistently. Training completion records will document the number of beneficiaries who successfully complete each programme, offering a clear measure of output achievement. Construction progress checklists will help verify that infrastructure development is advancing according to schedule and quality standards. Procurement and inventory logs will ensure that all equipment, materials, and supplies are properly recorded, tracked, and accounted for. Pre- and post-training assessments will measure changes in knowledge and skills, providing evidence of learning outcomes. Employment tracking surveys will monitor graduates' transition into the workforce, offering valuable insights into the project's longer-term impact on livelihoods and health workforce capacity.

Qualitative tools will complement quantitative data by capturing the perspectives, experiences, and feedback of beneficiaries and stakeholders. Focus group discussions (FGDs) will provide a platform for trainees, community members, and staff to share their views on programme relevance, challenges, and areas for improvement. Key informant interviews (KIIs) will gather in-depth insights from local leaders, trainers, employers, and health professionals, enriching the understanding of contextual factors influencing project outcomes. Beneficiary feedback forms will offer a structured way for participants to express satisfaction levels and suggest improvements. Community meetings will facilitate open dialogue, strengthen transparency, and ensure that local voices remain central to project decision-making. Observation checklists will allow M&E staff to systematically assess the quality of training delivery, facility use, and community engagement activities.

Digital tools will enhance efficiency, accuracy, and data security across the M&E system. Excel-based data management will support the organisation, analysis, and visualisation of quantitative information, enabling timely reporting and trend analysis. Mobile data collection applications, where feasible, will streamline field data gathering, reduce errors, and allow real-time submission of information from remote locations. Cloud-based storage will ensure that reports, photos, and other documentation are securely stored, easily accessible, and protected from loss or damage. These digital solutions will strengthen the overall reliability and responsiveness of the M&E system.

15.5 M&E Indicators

Indicators are aligned with the Logframe and Theory of Change.

15.5.1 Output Indicators

Table-XXVI-Output & Indicators Schedule

Output	Indicators
Academy constructed	- 1 building completed and inspected
Nursing Centre constructed	- 1 building completed and equipped

Solar & WASH installed	- 10kVA solar system functional - 6 toilets and septic tank operational
Training programmes launched	- Curricula developed - Trainers recruited - First cohort enrolled

15.5.2 Outcome Indicators

Table-XXVII-Outcome Indicators Schedule

Outcome	Indicators
Increased access to training	- 500 youth trained annually - 200 health trainees annually
Improved employment	- 70% of graduates employed/self-employed within 12 months
Strengthened health work-force	- Number of trained nurses deployed to rural facilities
Gender equality	- 50% female enrolment achieved

15.5.3 Impact Indicators

Table-XXVIII-Impact Indicators Schedule

Impact Area	Indicators	
Human capital develop-ment	- Reduction in youth unemployment in project area	
Health outcomes	- Improved maternal and child health indicators	
Economic resilience	- Increased household income among beneficiaries	

15.6 Data Collection Schedule

Table-XXIX-Data Collection Schedule

Fre-quency	Activities
Weekly	Construction progress monitoring
Monthly	Training attendance and performance tracking
Quarterly	Outcome monitoring, FGDs, KIIs
Bi-annu-ally	Employment tracking surveys

15.7 Reporting Framework

The Reporting Framework outlines how information will be collected, analysed, and shared with key stakeholders throughout the project lifecycle. It ensures transparency, strengthens

accountability, and enables timely decision-making. Reporting is structured across three levels—internal, donor, and community—each serving a distinct purpose in maintaining effective project oversight.

Internal Reports

Weekly construction reports
Weekly construction reports will provide regular updates on site progress, materials used, contractor performance, and any challenges encountered. These reports enable the project team to monitor timelines closely, address emerging issues promptly, and ensure that construction activities remain aligned with the approved work plan.

Monthly training reports
Monthly training reports will summarise enrolment figures, attendance, course delivery, and trainee performance. These reports help track the effectiveness of training programmes, identify gaps in delivery, and ensure that instructors have the resources needed to maintain high-quality teaching.

Quarterly M&E summaries
Quarterly monitoring and evaluation (M&E) summaries will consolidate key performance data, including progress against indicators, outcome trends, and lessons learned. These summaries support evidence-based decision-making and allow the project team to adjust strategies where necessary to improve results.

Donor Reports

Quarterly progress reports
Quarterly progress reports will provide donors with structured updates on activities completed, outputs achieved, and challenges encountered. These reports demonstrate accountability and ensure that donors remain informed about how their resources are being utilised.

Annual narrative and financial reports
Annual reports will combine detailed narrative updates with audited financial statements. They will present a comprehensive overview of project achievements, expenditure, and compliance with donor requirements, reinforcing transparency and trust.

Final project completion report
At the end of the project, a final completion report will document overall achievements, impact, financial performance, and sustainability measures. This report will serve as a formal record of project outcomes and provide valuable insights for future programming.

Community Reports

Community feedback meetings
Regular community feedback meetings will create a platform for beneficiaries and local stakeholders to share their views, raise concerns, and contribute suggestions. These meetings strengthen community ownership and ensure that the project remains responsive to local needs.

Public noticeboards with project updates
Public noticeboards will be used to display key project updates, training schedules,

15.8 Learning and Adaptation

FEDI is committed to using monitoring and evaluation (M&E) findings not only as a compliance requirement but as a strategic learning tool that strengthens programme quality and long-term impact. Continuous learning and adaptive management ensure that the project remains responsive, efficient, and aligned with community needs and donor expectations.

Adjust training curricula
M&E findings will be used to refine and adjust training curricula to ensure that course content remains relevant, practical, and aligned with labour market demands. Feedback from trainees, instructors, and employers will guide improvements in teaching methods, course duration, and competency standards, ensuring that graduates are well prepared for employment or self-employment.

Improve construction quality and timelines
Insights from construction monitoring will help FEDI identify delays, quality issues, or procurement challenges early. These findings will inform adjustments to contractor supervision, material sourcing, and scheduling, ensuring that infrastructure is delivered to a high standard and within agreed timelines.

Strengthen community engagement
M&E data will highlight how effectively the project is reaching and engaging community members. This information will guide improvements in communication strategies, mobilisation efforts, and stakeholder participation, ensuring that the project remains inclusive and community-driven.

Enhance gender-responsive programming
Findings related to gender participation, barriers, and outcomes will be used to strengthen gender-responsive approaches. This may include adapting outreach strategies, improving safety measures, or tailoring training schedules to better support women and girls. The goal is to ensure equitable access and meaningful participation across all programmes.

Inform future project design
Lessons learned from implementation will feed directly into the design of future projects. By analysing what worked well and what challenges emerged, FEDI will be able to develop stronger, more efficient, and more impactful interventions in subsequent phases or new initiatives.

To support this continuous learning culture, **learning workshops will be held twice per year**. These workshops will bring together staff, partners, community representatives, and other stakeholders to review progress, analyse challenges, share lessons, and agree on adaptive actions. This structured reflection process ensures that learning is institutionalised and directly influences decision-making.

15.9 Risk Monitoring

The project's Monitoring and Evaluation (M&E) system plays a central role in identifying, tracking, and responding to risks throughout implementation. By integrating risk monitoring into routine data collection and reporting processes, FEDI ensures that emerging challenges are detected early and addressed before they escalate. This proactive approach strengthens project resilience and supports timely decision-making.

Construction delays
The M&E system will closely monitor construction progress to identify any delays caused by weather conditions, contractor performance, or material shortages. Regular site inspections,

weekly reports, and milestone tracking will enable the project team to intervene quickly and adjust schedules or procurement plans as needed.

Procurement challenges
Procurement processes will be monitored to detect issues such as supplier delays, price fluctuations, or shortages of essential materials. By reviewing procurement data and supplier performance, the M&E system helps ensure that materials are sourced efficiently and that risks to the construction timeline are minimised.

Staff turnover
Staff retention and recruitment will be tracked to identify patterns of turnover that may affect training delivery or administrative capacity. Monitoring these trends allows FEDI to strengthen staff support systems, improve working conditions, and implement retention strategies where necessary.

Low enrolment
Enrolment figures will be reviewed regularly to ensure that training programmes attract the intended number of participants. If enrolment drops or certain groups—such as women or vulnerable youth—are underrepresented, the project team can intensify outreach, adjust schedules, or introduce incentives to boost participation.

Inflation
The M&E system will track inflation trends and their impact on project costs, particularly for construction materials and operational expenses. By monitoring price changes, the project can activate mitigation measures such as adjusting budgets, renegotiating contracts, or using contingency funds.

Across all these areas, **mitigation strategies will be implemented promptly based on M&E findings**, ensuring that risks are managed effectively and that the project remains on track to achieve its objectives. This continuous feedback loop reinforces accountability,

15.10 Accountability and Transparency

FEDI is committed to maintaining the highest standards of accountability and transparency throughout the implementation of the project. These principles ensure that resources are used responsibly, stakeholders remain informed, and the project upholds the trust placed in it by donors, partners, and the community. The following mechanisms form the foundation of FEDI's accountability framework.

Clear documentation of all expenditures
All financial transactions will be recorded systematically, with detailed documentation to support every expenditure. This includes receipts, procurement records, payment vouchers, and financial reports. Maintaining accurate and accessible financial records ensures that funds are used appropriately and allows for effective auditing and financial oversight.

Transparent procurement processes
Procurement will be conducted through open, competitive, and fair procedures to ensure value for money and prevent conflicts of interest. FEDI will follow established procurement guidelines, including supplier vetting, competitive bidding, and contract transparency. This approach strengthens integrity and reduces the risk of mismanagement or favouritism.

Community oversight committees
Community oversight committees will be established to provide local stakeholders with a formal role in monitoring project activities. These committees will review progress, raise con-

cerns, and offer feedback, ensuring that the project remains accountable to the people it is designed to serve. Their involvement promotes shared ownership and reinforces trust between FEDI and the community.

Donor access to project sites and records
Donors will be granted full access to project sites, financial records, and progress reports. This openness allows donors to verify implementation, assess the use of funds, and engage directly with beneficiaries. Such transparency strengthens donor confidence and demonstrates FEDI's commitment to responsible stewardship.

Safeguarding and anti-corruption policies
FEDI will enforce strict safeguarding and anti-corruption policies to protect beneficiaries, staff, and resources. These policies include clear reporting mechanisms, staff training, and zero-tolerance measures for misconduct. By embedding these safeguards into daily operations, the project ensures a safe, ethical, and accountable working environment.

15.11 Summary

The Monitoring and Evaluation (M&E) Plan ensures that **the project remains on track**, with clear indicators, regular reporting cycles, and structured review processes that allow the project team to monitor progress closely. By systematically tracking activities, outputs, and outcomes, the plan enables early identification of delays or challenges, ensuring that corrective actions can be taken promptly to maintain momentum and uphold implementation standards.

The plan also guarantees that **donor resources are used effectively**, with transparent financial monitoring, strong accountability mechanisms, and evidence-based decision-making. Through regular progress reports, audits, and data verification processes, donors can be confident that their investment is being managed responsibly and directed toward activities that generate measurable results.

A key strength of the M&E Plan is its commitment to ensuring that **beneficiaries receive high-quality services**. Continuous monitoring of training delivery, community engagement, and health-related activities helps maintain high standards and ensures that services remain relevant, accessible, and responsive to the needs of youth, women, and vulnerable groups.

The plan further ensures that **outcomes and impact are measurable**, supported by well-defined indicators, baseline assessments, and periodic evaluations. This structured approach allows FEDI to demonstrate tangible improvements in skills development, employment, health outcomes, and community resilience, providing credible evidence of the project's effectiveness.

Finally, the M&E Plan ensures that **learning informs continuous improvement**, with findings used to refine curricula, strengthen operational systems, and enhance community engagement strategies. This adaptive learning approach ensures that the project evolves in response to real-world insights and remains aligned with best practices and emerging needs.

Together, these elements form a **robust M&E system that strengthens the credibility, sustainability, and long-term success of the project**, giving donors and stakeholders confidence that the initiative is well managed, impactful, and built on a foundation of transparency and continuous learning.

SECTION 16 — SUSTAINABILITY PLAN

16.1 Introduction

Sustainability is at the core of FEDI's development philosophy, shaping every aspect of the Skills Development Academy and Medical/Nursing Centre. FEDI recognises that true development extends far beyond the initial construction phase; it requires long-term systems, community ownership, and institutional strength that continue to generate benefits long after external funding has ended. This project has therefore been designed not simply as a set of buildings, but as a transformative platform for education, health, and economic empowerment.

The Skills Development Academy and Medical/Nursing Centre is envisioned as a **long-term, self-sustaining development hub** that will serve multiple generations. Its purpose is to create lasting opportunities for youth, women, and vulnerable groups by providing high-quality training, strengthening the local health workforce, and supporting community wellbeing. The facilities are intended to operate as dynamic centres of learning and service delivery, continually adapting to local needs and national development priorities.

This Sustainability Plan outlines the comprehensive strategies FEDI will use to ensure that the facilities remain operational, financially viable, and institutionally strong well beyond the donor funding period. It details the mechanisms for revenue generation, cost-effective operations, community participation, and long-term governance. By integrating sustainability considerations into every stage of planning and implementation, FEDI demonstrates its commit

16.2 Sustainability Pillars

The sustainability strategy for the Skills Development Academy and Medical/Nursing Centre is built on five interdependent pillars that collectively ensure the long-term viability, relevance, and resilience of the project. These pillars provide a structured framework for maintaining strong institutions, stable finances, efficient operations, active community participation, and responsible environmental stewardship. Together, they form the foundation for a development model that continues to deliver meaningful impact well beyond the donor funding period.

1. Institutional Sustainability
Institutional sustainability focuses on strengthening FEDI's organisational capacity, governance systems, and leadership structures to ensure long-term stability. This includes building strong administrative processes, maintaining transparent decision-making, and investing in staff development. By reinforcing institutional foundations, FEDI ensures that the Academy and Medical/Nursing Centre can operate effectively, adapt to changing needs, and uphold high standards of accountability and service delivery.

2. Financial Sustainability
Financial sustainability ensures that the facilities can generate and manage resources independently once donor funding concludes. This pillar includes diversified revenue streams, cost-recovery mechanisms, efficient budgeting, and long-term financial planning. By establishing reliable income sources—such as training fees, service charges, partnerships, and community contributions—the project reduces dependency on external funding and secures its financial future.

3. Operational Sustainability
Operational sustainability focuses on maintaining high-quality service delivery through strong systems, skilled personnel, and efficient processes. This includes preventive maintenance of infrastructure, continuous staff training, effective procurement, and reliable administrative procedures. Ensuring smooth day-to-day operations allows the facilities to function consistently, meet community needs, and maintain service excellence over time.

4. Community Ownership and Participation
Community ownership is essential for long-term relevance and sustainability. This pillar emphasises active involvement of local stakeholders in governance, decision-making, and oversight. By empowering community members to contribute ideas, monitor progress, and participate in management structures, the project fosters a sense of shared responsibility. This strengthens accountability, enhances local support, and ensures that the facilities remain responsive to community priorities.

5. Environmental Sustainability
Environmental sustainability ensures that the project operates in harmony with the natural environment and minimises ecological impact. This includes the use of renewable energy systems, responsible waste management, climate-resilient construction, and sustainable land use practices. By integrating environmentally conscious approaches, the project reduces long-term operational costs, protects natural resources, and contributes to broader climate resilience efforts.

Each of these pillars is described in detail in the sections that follow, demonstrating how FEDI will ensure that the Skills Development Academy and Medical/Nursing Centre remain strong, relevant, and impactful for decades to come.

16.3 Institutional Sustainability

FEDI has established a strong governance and management structure that provides a solid foundation for long-term institutional stability. This structure ensures that the Skills Development Academy and Medical/Nursing Centre are not only well managed during the implementation phase but remain resilient, compliant, and effective for many years to come. Institutional sustainability is therefore central to FEDI's strategy for ensuring that the facilities continue to deliver high-quality services and maintain credibility within the community and among national stakeholders.

The Academy and Centre will be integrated into FEDI's long-term strategic plan.
By embedding the facilities within FEDI's overarching organisational strategy, the project becomes part of a broader vision for sustainable development and community empowerment. This integration ensures continuity of leadership, alignment with organisational priorities, and long-term commitment to maintaining and improving the facilities. It also positions the Academy and Centre as permanent pillars within FEDI's institutional framework.

A dedicated Management Committee will oversee operations, staffing, and quality assurance.
To ensure effective day-to-day management, a specialised committee will be responsible for supervising operations, monitoring staff performance, and upholding quality standards. This committee will provide structured oversight, ensure compliance with policies, and address operational challenges promptly. Its role is essential in maintaining professionalism, accountability, and service excellence across all departments.

Partnerships with the Ministry of Education, Ministry of Health, and local councils will ensure alignment with national standards.
Strong institutional partnerships are critical for long-term sustainability. By collaborating closely with key government ministries and local authorities, the project ensures that training programmes, health services, and operational procedures meet national accreditation requirements and regulatory standards. These partnerships also open pathways for technical support, policy alignment, and integration into national development frameworks.

FEDI will maintain strong internal controls, financial systems, and annual audits.
Robust internal controls and transparent financial systems are essential for institutional credibility. FEDI will continue to implement strict financial management procedures, supported by annual audits that verify compliance and accountability. These systems protect the organisation from financial risks, strengthen donor confidence, and ensure responsible stewardship of resources.

Staff capacity will be strengthened through continuous professional development.
Investing in staff development is a key strategy for sustaining institutional strength. Continuous training, mentorship, and performance reviews will ensure that staff remain skilled, motivated, and capable of delivering high-quality services. This commitment to professional growth enhances institutional resilience and supports long-term operational excellence.

Together, these strategies ensure that the institution remains **credible, compliant, and capable of long-term delivery**, reinforcing FEDI's commitment to building a sustainable, high-impact development hub that will serve the community for generations.

16.4 Financial Sustainability

The project is intentionally designed to generate ongoing revenue streams that will support operational costs, routine maintenance, and future expansion. Financial sustainability is central to ensuring that the Skills Development Academy and Medical/Nursing Centre remain functional and impactful long after donor funding has concluded. By diversifying income sources and implementing cost-saving measures, FEDI aims to create a stable financial base that protects the institution from economic fluctuations and external funding uncertainties.

1. Training Fees (Affordable & Tiered)

Small, affordable fees for vocational and nursing courses
The Academy will introduce modest training fees that are accessible to the majority of community members. These fees will contribute to operational costs while ensuring that financial barriers do not prevent youth and women from accessing high-quality skills training.

Fee waivers or scholarships for vulnerable groups
To promote equity and inclusion, FEDI will offer fee waivers and scholarships for vulnerable groups, including low-income households, young mothers, and persons with disabilities. This ensures that financial sustainability does not compromise the project's social mission.

Tiered pricing for short courses, professional certifications, and evening classes
A tiered pricing model will be applied to specialised short courses, professional certifications, and evening classes for working adults. These higher-value programmes will generate additional revenue while meeting diverse community and labour-market needs.

2. Income-Generating Services

Tailoring workshop producing uniforms and garments
The tailoring workshop will produce school uniforms, medical scrubs, and community garments, generating income while providing trainees with practical experience and employable skills.

Carpentry workshop producing furniture for schools and households
The carpentry unit will manufacture desks, chairs, shelves, and household furniture. These products will be sold to local schools, businesses, and families, creating a steady revenue stream and supporting local economic development.

ICT centre offering printing, typing, and digital services
The ICT centre will offer services such as printing, photocopying, typing, and basic digital support. These services meet community needs while generating regular income to support operational costs.

Rental of the multipurpose hall for community events
The multipurpose hall will be available for hire for workshops, meetings, weddings, and community gatherings. This rental income will contribute significantly to the centre's financial sustainability.

3. Partnerships & Grants

Collaboration with NGOs, INGOs, and government agencies
Strategic partnerships will provide access to technical support, training resources, and additional funding opportunities. These collaborations strengthen the centre's financial base and enhance programme quality.

Access to TVET funding streams
The Academy will tap into national and international TVET funding mechanisms, enabling it to expand training programmes and upgrade equipment without relying solely on donor contributions.

Corporate sponsorships for equipment and scholarships
Private sector partners will be engaged to sponsor equipment, tools, and scholarship programmes. These partnerships reduce capital costs and support long-term financial stability.

4. Alumni Contributions

Graduates encouraged to contribute voluntarily after securing employment
Alumni will be invited to make voluntary contributions once they secure employment or start their own businesses. These contributions reinforce a culture of giving back and help sustain the institution.

Alumni network established to support mentorship and fundraising
A formal alumni network will be created to support mentorship, networking, and fundraising initiatives. This network strengthens community ties and provides an additional avenue for financial support.

5. Cost-Saving Measures

Solar power reduces electricity costs
The installation of solar energy systems will significantly reduce electricity expenses, ensuring predictable and affordable energy supply for the centre.

Local procurement reduces expenses
Purchasing materials and supplies locally will reduce transportation costs, support local businesses, and strengthen community partnerships.

Community labour contributions reduce maintenance costs
Community members will contribute labour for minor repairs, landscaping, and routine maintenance. This reduces operational costs while fostering community ownership.

Together, these strategies ensure that the centre can **cover its operational costs without relying solely on external funding**, creating a financially resilient institution capable of sustaining long-term impact.

16.5 Operational Sustainability

Operational sustainability ensures that the Skills Development Academy and Medical/Nursing Centre remain functional, efficient, and capable of delivering high-quality services over the long term. It focuses on the systems, processes, and human resources required to keep the facilities running smoothly, while also ensuring that services remain relevant and responsive to evolving community needs. FEDI's operational sustainability strategy is therefore designed to maintain excellence, minimise disruptions, and support continuous improvement.

Preventive maintenance schedule for buildings, solar systems, and equipment
A structured preventive maintenance schedule will be implemented to ensure that all buildings, solar installations, and training equipment remain in good working condition. Regular inspections, timely repairs, and planned servicing will reduce long-term costs, prevent breakdowns, and extend the lifespan of critical infrastructure.

Annual servicing of medical training equipment
Medical training equipment will undergo annual servicing to maintain accuracy, safety, and compliance with health training standards. This ensures that trainees learn using reliable tools and that the Centre continues to meet accreditation requirements for nursing and health-related programmes.

Regular curriculum review to maintain relevance
To ensure that training programmes remain aligned with labour-market needs and national standards, curricula will be reviewed regularly. These reviews will incorporate feedback from employers, trainees, and instructors, ensuring that course content remains current, practical, and responsive to emerging skills demands.

Continuous recruitment and training of qualified instructors
Operational sustainability depends heavily on the availability of skilled and motivated instructors. FEDI will therefore prioritise ongoing recruitment, professional development, and retention of qualified trainers. Continuous training ensures that instructors remain up-to-date with industry trends, teaching methodologies, and technical competencies.

Strong administrative systems for record-keeping, procurement, and reporting
Robust administrative systems will support efficient operations by ensuring accurate rec-

ord-keeping, transparent procurement, and timely reporting. These systems strengthen accountability, improve coordination across departments, and enable effective planning and resource management.

Monitoring & Evaluation (M&E) to track performance and inform improvements
A strong M&E framework will be used to track performance indicators, identify operational challenges, and inform strategic adjustments. Regular data collection and analysis ensure that the Centre remains responsive, efficient, and committed to continuous improvement.

Together, these strategies ensure that the Centre remains **effective, reliable, and responsive to community needs**, reinforcing its role as a long-term hub for skills development and health training.

16.6 Community Ownership and Participation

Community ownership is essential for the long-term sustainability of the Skills Development Academy and Medical/Nursing Centre. When local people feel a sense of responsibility and pride in the facilities, they are more likely to protect them, use them effectively, and contribute to their ongoing success. FEDI therefore places community participation at the heart of its sustainability strategy, ensuring that the project is shaped by the people it is designed to serve.

Establishment of a Community Advisory Board
A Community Advisory Board will be established to provide structured oversight, guidance, and feedback on project operations. This board will serve as a bridge between FEDI and the wider community, ensuring that local voices influence decision-making and that the facilities remain aligned with community priorities.

Inclusion of traditional leaders, youth groups, and women's associations
To ensure broad representation, the Advisory Board and other engagement platforms will include traditional leaders, youth groups, and women's associations. Their involvement ensures that diverse perspectives are considered and that the project benefits from the wisdom, influence, and social networks of key community stakeholders.

Community involvement in beneficiary selection
Community members will play an active role in identifying and selecting beneficiaries for training programmes. This participatory approach promotes fairness, transparency, and trust, while ensuring that opportunities reach those who need them most, including vulnerable groups and marginalised youth.

Volunteer support for maintenance and security
Local volunteers will contribute to routine maintenance, landscaping, and basic security support. This not only reduces operational costs but also strengthens the community's emotional investment in the facilities, fostering a shared sense of responsibility for their upkeep.

Community fundraising events for minor repairs
Community-led fundraising events—such as cultural shows, sports activities, and charity drives—will be organised to support minor repairs and improvements. These events build solidarity, generate local resources, and reinforce the idea that the facilities belong to the community.

Local employment for construction and operational roles
Where possible, local residents will be employed during both the construction and operational phases. This approach boosts local livelihoods, builds skills, and deepens community commitment to the project's long-term success.

Together, these strategies ensure that **when communities feel ownership, they protect and sustain the facilities**, creating a strong foundation for long-term sustainability and shared development.

16.7 Environmental Sustainability

The project integrates environmentally responsible practices to ensure long-term ecological balance and reduce the environmental footprint of the Skills Development Academy and Medical/Nursing Centre. FEDI recognises that sustainable development requires not only strong institutions and financial systems but also a commitment to protecting natural resources and promoting climate resilience. The environmental sustainability strategy therefore embeds green practices into construction, operations, and community engagement.

Installation of a 10kVA solar power system to reduce carbon footprint
A 10kVA solar power system will be installed to provide clean, renewable energy for the facilities. This significantly reduces reliance on diesel generators and grid electricity, lowering carbon emissions and ensuring a stable, cost-effective power supply. Solar energy also enhances resilience during power outages, ensuring uninterrupted training and service delivery.

Water-saving WASH facilities
Water-efficient WASH (Water, Sanitation and Hygiene) facilities will be incorporated to minimise water consumption and promote responsible usage. Low-flow taps, handwashing stations, and efficient sanitation systems help conserve water, reduce operational costs, and support public health standards.

Proper waste management systems
A structured waste management system will be established to ensure safe disposal, recycling, and reduction of waste generated by the Academy and Centre. This includes designated waste collection points, separation of recyclable materials, and environmentally safe disposal methods. Proper waste management protects the environment and promotes a clean, healthy learning environment.

Use of durable, locally sourced materials
During construction and maintenance, durable and locally sourced materials will be prioritised. This reduces transportation emissions, supports local businesses, and ensures that buildings are resilient to local climate conditions. Using high-quality materials also reduces long-term repair costs and enhances the lifespan of the facilities.

Landscaping to prevent erosion and improve aesthetics
Landscaping around the site will help prevent soil erosion, manage rainwater runoff, and enhance the overall appearance of the facilities. Trees, shrubs, and ground cover plants will be selected to stabilise the soil and create a welcoming, environmentally friendly campus.

Encouraging environmental awareness among trainees
Environmental education will be integrated into training programmes to encourage trainees to adopt sustainable practices in their personal and professional lives. This includes awareness on waste reduction, energy conservation, and climate-smart practices. By shaping environmentally conscious graduates, the project contributes to broader community-level climate resilience.

Together, these measures **reduce operational costs and promote climate resilience**, ensuring that the Academy and Medical/Nursing Centre operate sustainably while contributing positively to the local environment.

16.8 Long-Term Sustainability Outcomes

By implementing this comprehensive Sustainability Plan, the project is positioned to achieve a series of long-term outcomes that will transform the community and ensure the continued relevance and effectiveness of the Skills Development Academy and Medical/Nursing Centre. These outcomes reflect FEDI's commitment to building a development model that is resilient, community-driven, and capable of delivering lasting impact across generations.

Continuous delivery of high-quality training for youth and women
The Sustainability Plan ensures that the Academy will continue to provide high-quality vocational, technical, and health-related training for youth and women. With strong curricula, skilled instructors, and reliable operational systems, the centre will remain a trusted institution for skills development, enabling learners to secure employment, start businesses, and contribute meaningfully to local economic growth.

A steady pipeline of trained nurses and health workers
Through sustained investment in nursing and medical training programmes, the project will produce a continuous pipeline of qualified health workers. This strengthens the local health system, reduces workforce shortages, and improves access to essential healthcare services. Over time, the centre will become a key contributor to national health workforce development.

Reduced dependency on donor funding
By diversifying revenue streams and implementing cost-saving measures, the project will gradually reduce its reliance on external funding. Income from training fees, service delivery, partnerships, and community contributions will support operational costs, ensuring that the centre remains financially stable even in periods of reduced donor support.

Increased community ownership and protection of assets
Strong community engagement strategies will foster a deep sense of ownership among local residents. When communities feel responsible for the facilities, they are more likely to protect them, participate in their management, and advocate for their continued success. This shared responsibility strengthens long-term sustainability and reduces risks of neglect or misuse.

Improved economic resilience through income-generating activities
The project's income-generating units—such as tailoring, carpentry, ICT services, and hall rentals—will not only support the centre financially but also stimulate local economic activity. These enterprises create jobs, build skills, and circulate income within the community, contributing to broader economic resilience and poverty reduction.

Environmental sustainability through renewable energy and efficient systems
The integration of solar power, water-saving systems, responsible waste management, and climate-smart construction practices ensures that the centre operates in an environmentally sustainable manner. These measures reduce operational costs, minimise environmental impact, and strengthen resilience to climate-related challenges.

Together, these outcomes demonstrate how the Sustainability Plan positions the project to deliver **long-lasting, multi-dimensional impact**, ensuring that the Academy and Medical/Nursing Centre remain vibrant, relevant, and resilient for decades to come.

16.9 Exit Strategy

Although FEDI will remain actively involved in oversight and strategic guidance, the project incorporates a well-structured long-term exit strategy designed to ensure that the Skills Development Academy and Medical/Nursing Centre can operate independently and sustainably.

This approach reflects FEDI's commitment to building local capacity, strengthening community leadership, and ensuring that the facilities continue to deliver high-quality services even as external support gradually reduces.

Gradual transfer of operational responsibilities to local management teams
A key component of the exit strategy is the phased transfer of day-to-day operational responsibilities to trained local management teams. This gradual transition allows staff to build confidence, develop leadership skills, and assume full responsibility for administration, training delivery, and service management. FEDI will continue to provide mentorship and technical support during this period to ensure a smooth and effective handover.

Strengthening of local governance structures
The project also prioritises the strengthening of local governance structures, including community advisory boards, management committees, and oversight groups. By empowering these bodies with clear roles, transparent processes, and decision-making authority, the project ensures that governance remains strong, accountable, and rooted in community ownership. This foundation is essential for long-term institutional stability.

Establishment of financial reserves from income-generating activities
To support financial independence, the exit strategy includes the creation of financial reserves generated through training fees, service charges, partnerships, and other income-generating activities. These reserves will act as a buffer against economic fluctuations and provide the resources needed for maintenance, staff salaries, and operational costs. Building these reserves early ensures that the centre can continue functioning even if donor funding decreases.

Long-term partnerships with government ministries for accreditation and support
Sustained collaboration with government ministries—particularly those responsible for education, health, and technical training—is another critical element of the exit strategy. These partnerships ensure ongoing accreditation, regulatory compliance, and access to national support systems. Government engagement also strengthens the centre's legitimacy and integrates it into broader national development frameworks.

Together, these measures ensure that **the centre remains functional, resilient, and impactful even if external funding decreases**, safeguarding the long-term benefits of the project and reinforcing FEDI's commitment to sustainable development.

16.10 Summary

The Sustainability Plan demonstrates clearly that **the project is financially viable**, with a well-structured budget, diversified funding strategy, and long-term revenue pathways that ensure continued operation beyond the initial investment phase. By incorporating cost-recovery mechanisms, efficient resource management, and partnerships that reduce operational burdens, the plan shows that the project can sustain itself without relying indefinitely on external donor support.

It also confirms that **the facilities will remain operational long after construction**, thanks to robust maintenance systems, trained staff, and the integration of renewable energy solutions such as solar power. These measures reduce running costs, minimise downtime, and ensure that the Academy and Medical/Nursing Centre continue to serve the community for many years. The emphasis on durable infrastructure and preventive maintenance further strengthens long-term operational stability.

The plan highlights that **the community will take ownership and responsibility**, a critical factor in ensuring sustainability. Through participatory governance structures, local involvement in decision-making, and opportunities for community members to contribute to management and oversight, the project fosters a sense of shared responsibility. This community ownership not only enhances accountability but also ensures that the facilities remain relevant and responsive to local needs.

Furthermore, the Sustainability Plan demonstrates that **FEDI has the institutional capacity to manage long-term operations**. With strong governance systems, experienced leadership, and established administrative procedures, FEDI is well positioned to oversee the continued functioning of the facilities. Ongoing staff development, transparent financial management, and adherence to organisational policies reinforce FEDI's ability to maintain high standards over time.

Finally, the plan shows that **the project will deliver lasting impact for generations**, contributing to improved education, stronger health systems, and enhanced economic resilience. By equipping youth and women with employable skills and strengthening the local health workforce, the project creates long-term benefits that extend far beyond the immediate implementation period. These outcomes support broader community development and national progress.

Taken together, this comprehensive sustainability strategy gives donors confidence that their investment will produce enduring results, ensuring that the project remains impactful, relevant, and resilient well into the future.

SECTION 17 — RISK MANAGEMENT PLAN

17.1 Introduction

Effective risk management is essential for ensuring the successful implementation and long-term sustainability of the Skills Development Academy and Medical/Nursing Centre. Given the scale and importance of the project, it is crucial to anticipate potential challenges early and establish systems that can prevent, minimise, or respond to disruptions. A structured approach to risk management strengthens project resilience, protects resources, and ensures that activities remain on track even when unexpected circumstances arise.

This Risk Management Plan identifies a wide range of potential risks that could affect the project at different stages—from construction and procurement to training delivery, community engagement, and institutional governance. Each risk is assessed in terms of its likelihood and potential impact, allowing the project team to prioritise areas that require closer monitoring or stronger mitigation measures. By doing so, the plan provides a clear framework for maintaining operational stability and safeguarding project outcomes.

The plan also outlines practical and context-appropriate mitigation strategies designed to reduce vulnerabilities and enhance preparedness. These strategies ensure that the project can adapt to changing conditions, maintain continuity, and uphold high standards of quality and accountability. They also reinforce FEDI's commitment to responsible project management and transparent use of donor resources.

Importantly, the Risk Management Plan aligns with international development standards and FEDI's internal risk management policies. This alignment ensures that the project adheres to globally recognised principles of good governance, financial integrity, and organisational accountability. It also demonstrates that FEDI has the systems, experience, and foresight required to manage risks effectively and deliver sustainable, high-impact results.

17.2 Risk Assessment Methodology

The project's risk assessment methodology is built on a structured and systematic approach that enables FEDI to identify, analyse, and prioritise potential risks before they affect implementation. This methodology ensures that risks are evaluated consistently and transparently, allowing the project team to allocate resources effectively and apply appropriate mitigation measures.

Likelihood (Low, Medium, High)
The first criterion used in the assessment is the likelihood of each risk occurring. This involves estimating the probability that a particular risk will materialise during the project lifecycle. Risks are categorised as low, medium, or high likelihood based on historical trends, contextual analysis, and expert judgement. Understanding likelihood helps the project team anticipate which risks require closer monitoring and proactive planning.

Impact (Low, Medium, High)
The second criterion assesses the potential impact of each risk on project outcomes. This considers the severity of consequences should the risk occur, including financial losses, delays, reputational damage, or reduced quality of outputs. Impact levels are classified as low, medium, or high. This step ensures that even risks with a low likelihood but severe consequences are given appropriate attention.

Risk Level (Combination of likelihood and impact)
The final criterion combines likelihood and impact to determine the overall risk level. This composite rating—low, medium, or high—helps prioritise risks and guides decision-making on mitigation strategies. High-level risks require immediate and robust interventions, medium-level risks demand regular monitoring and targeted mitigation, while low-level risks are tracked to ensure they do not escalate. This integrated approach ensures that risk management remains both strategic and practical.

17.3 Risk Categories

The risks associated with the project fall into six major categories, each representing a different dimension of potential challenges that could affect implementation, outcomes, or long-term sustainability. Understanding these categories allows FEDI to plan proactively, allocate resources effectively, and strengthen resilience across all areas of project delivery.

1. Financial Risks
Financial risks relate to uncertainties that may affect the project's budget, funding flow, or overall financial stability. These include inflation, exchange rate fluctuations, and potential delays in donor disbursements. Such risks can significantly influence the cost of materials, procurement timelines, and the ability to maintain uninterrupted implementation. Effective financial planning and strong budget controls are therefore essential.

2. Operational Risks
Operational risks concern the day-to-day functioning of the project, including staffing, administrative capacity, and the availability of qualified trainers. These risks can affect the quality of training, the efficiency of project management, and the overall ability to deliver planned activities. Strengthening internal systems and investing in human resources are key strategies for managing these risks.

3. Construction-Related Risks
Construction-related risks arise from factors that may disrupt or delay the building process. These include adverse weather conditions, contractor performance issues, and shortages of construction materials. Such risks can affect timelines, increase costs, and compromise the

quality of infrastructure. Careful planning, strong supervision, and reliable procurement processes help mitigate these challenges.

4. Environmental Risks
Environmental risks relate to natural or ecological factors that may impact the project site or infrastructure. These include flooding, erosion, waste management challenges, and potential issues with the solar power system. Addressing these risks requires environmentally responsible design, proper site preparation, and ongoing maintenance.

5. Social and Community Risks
Social and community risks involve factors related to community acceptance, participation, and social dynamics. These include the possibility of community resistance, low trainee enrolment, or gender-based barriers that limit participation. Strong community engagement, inclusive programming, and transparent communication are essential for managing these risks.

6. Institutional and Governance Risks
Institutional and governance risks relate to internal organisational capacity and external policy environments. These include potential policy changes affecting TVET or health training, governance challenges within FEDI, and safeguarding concerns. Effective oversight, compliance with national regulations, and strong accountability systems are critical for mitigating these risks.

17.4 Risk Matrix

The Risk Management Matrix provides a comprehensive overview of the potential challenges that may affect the project, along with their likelihood, impact, and corresponding mitigation strategies. It serves as a practical tool for anticipating disruptions, strengthening preparedness, and ensuring that the project remains on track despite uncertainties. The expanded narrative below explains each risk category and its associated risks in greater detail.

1. Financial Risks

Inflation increases cost of materials
There is a medium likelihood that inflation may drive up the cost of construction materials, which would have a high impact on the project budget. This risk is considered high overall. To mitigate it, the project will utilise contingency funds, purchase materials in bulk where possible, and negotiate fixed-rate contracts with suppliers to stabilise costs.

Delayed disbursement of funds
Although the likelihood of delayed donor disbursements is low, the impact would be high, resulting in a medium-level risk. To address this, the project will maintain reserve funds, adopt phased procurement strategies, and implement strong financial planning to ensure continuity even if external funds arrive later than expected.

Exchange rate fluctuations
Fluctuations in currency exchange rates present a medium likelihood and medium impact, resulting in a medium-level risk. Mitigation measures include purchasing materials early in the project cycle and prioritising local suppliers to reduce exposure to foreign exchange volatility.

2. Operational Risks

Shortage of qualified trainers
There is a medium likelihood of difficulty in securing qualified trainers, which would have a high impact on training quality and timelines, resulting in a high-level risk. To mitigate this, the project will partner with training institutions, offer competitive incentives, and invest in training local staff to build long-term capacity.

Staff turnover
Staff turnover is moderately likely and would have a medium impact, creating a medium-level risk. The project will address this by providing professional development opportunities, fostering a positive work environment, and ensuring competitive remuneration to retain skilled personnel.

Weak administrative capacity
Although the likelihood of weak administrative capacity is low, the impact would be high, resulting in a medium-level risk. Strengthening internal systems, providing staff training, and implementing robust internal controls will help ensure effective project administration.

3. Construction-Related Risks

Delays due to weather (rainy season)
Weather-related delays have a medium likelihood and medium impact, resulting in a medium-level risk. Mitigation strategies include adjusting the construction schedule to avoid peak rainy periods and using weather-resistant materials to minimise disruptions.

Poor contractor performance
The likelihood of contractor underperformance is low, but the impact would be high, creating a medium-level risk. To mitigate this, the project will enforce strict contractor selection processes, use performance-based contracts, and conduct regular supervision to ensure quality and timeliness.

Material shortages
Material shortages have a medium likelihood and medium impact, resulting in a medium-level risk. Early procurement and maintaining relationships with multiple suppliers will help ensure consistent availability of essential materials.

4. Environmental Risks

Flooding or erosion
Although the likelihood of flooding or erosion is low, the impact would be high, resulting in a medium-level risk. Mitigation measures include installing proper drainage systems, landscaping the site, and constructing elevated foundations to protect infrastructure.

Solar system malfunction
The likelihood of solar system malfunction is low and the impact is medium, resulting in a low-level risk. To address this, the project will use certified installers and implement regular maintenance schedules to ensure system reliability.

Waste management challenges
Waste management issues have a medium likelihood and medium impact, creating a medium-level risk. The project will implement a structured waste disposal plan and train staff in proper waste handling to maintain environmental compliance.

5. Social and Community Risks

Community resistance or conflict
Although unlikely, community resistance would have a high impact, resulting in a medium-level risk. Continuous engagement, the establishment of a community advisory board, and transparent communication will help build trust and prevent conflict.

Low enrolment of trainees
The likelihood of low enrolment is low, and the impact is moderate, resulting in a low-level

risk. Sensitisation campaigns, scholarships, and flexible training schedules will encourage participation and ensure that training opportunities reach the intended beneficiaries.

Gender-based barriers
Gender-related challenges have a medium likelihood and medium impact, resulting in a medium-level risk. The project will implement gender-responsive programming, create safe spaces for women, and conduct female-focused outreach to promote equitable participation.

6. Institutional and Governance Risks

Policy changes affecting TVET or health training
Although policy changes are unlikely, their impact could be high, resulting in a medium-level risk. Maintaining strong partnerships with government ministries and aligning project activities with national policies will help mitigate this risk.

Governance challenges within FEDI
The likelihood of internal governance issues is low, but the impact would be high, creating a medium-level risk. Strong Board oversight, annual audits, and strict adherence to the organisation's constitution will ensure accountability and institutional stability.

Safeguarding or protection concerns
Safeguarding risks are unlikely but would have a high impact, resulting in a medium-level risk. The project will implement comprehensive safeguarding policies, provide staff training, and establish clear reporting mechanisms to protect all beneficiaries.

17.5 Risk Monitoring and Review

Risk monitoring will be fully integrated into the project's Monitoring and Evaluation (M&E) system to ensure that potential threats are identified early and addressed proactively. This structured approach strengthens project resilience, supports timely decision-making, and ensures that implementation remains aligned with planned timelines, budgets, and quality standards. FEDI's risk monitoring framework combines internal oversight, external verification, and community participation to create a comprehensive and transparent system.

Monthly internal reviews
Monthly internal reviews will allow the project team to assess progress, identify emerging risks, and evaluate whether mitigation measures are working effectively. These reviews provide a regular platform for discussing operational challenges, adjusting work plans, and ensuring that risks are managed before they escalate.

Quarterly risk assessments
Every quarter, a formal risk assessment will be conducted to analyse trends, update risk ratings, and identify new or evolving threats. This structured assessment ensures that risks are not only monitored but also systematically documented and prioritised, enabling the team to allocate resources to the most critical areas.

Annual external audits
Annual external audits will provide an independent review of financial management, procurement processes, and compliance with donor requirements. These audits strengthen accountability, validate internal monitoring processes, and offer objective recommendations for improving risk management practices.

Community feedback mechanisms
Community feedback mechanisms—such as meetings, suggestion boxes, and stakeholder consultations—will be used to capture concerns and insights from beneficiaries and local leaders. Community perspectives often highlight risks that may not be visible through internal systems, making this an essential component of comprehensive risk monitoring.

Construction supervision reports
During the construction phase, supervision reports will track contractor performance, material quality, safety compliance, and adherence to timelines. These reports help identify construction-related risks early, ensuring that corrective actions can be taken to prevent delays or quality issues.

To ensure coordinated action, **the Project Manager and M&E Officer will jointly update the risk register and recommend corrective actions**. This collaborative approach ensures that risk information is accurate, up-to-date, and integrated into decision-making processes, strengthening the overall effectiveness of the project's risk management system.

17.6 Escalation Procedures

When a high-level risk emerges, the project will follow a clear and structured escalation procedure to ensure rapid response, strong oversight, and effective mitigation. This process ensures that serious risks are addressed promptly, transparently, and in alignment with organisational governance standards. The escalation pathway also reinforces accountability by ensuring that senior leadership, the Board, and donors are informed at the appropriate stages.

1. The Project Manager notifies the Executive Director immediately.
As soon as a significant risk is identified, the Project Manager will provide immediate notification to the Executive Director. This rapid communication ensures that senior leadership is aware of the situation and can provide strategic direction, authorise urgent actions, and mobilise additional support if required.

2. A rapid assessment is conducted within 48 hours.
Within 48 hours of the risk being flagged, a rapid assessment will be carried out to determine the severity, potential impact, and urgency of the situation. This assessment will gather essential information, analyse contributing factors, and outline immediate containment measures. The quick turnaround ensures that the project can respond before the risk escalates further.

3. The Board of Trustees is informed if the risk threatens project continuity.
If the assessment indicates that the risk could disrupt project continuity, compromise financial stability, or affect organisational reputation, the Board of Trustees will be notified. Their involvement ensures high-level oversight, strategic decision-making, and alignment with governance responsibilities.

4. Donors are notified in quarterly or emergency reports.
Depending on the severity and timing of the risk, donors will be informed either through scheduled quarterly reports or via emergency updates. Transparent communication with donors reinforces trust, ensures compliance with funding requirements, and allows donors to provide guidance or support where necessary.

5. A mitigation plan is implemented and monitored.
Once the risk has been fully assessed, a mitigation plan will be developed and put into action. The Project Manager and M&E Officer will monitor the implementation of this plan closely, ensuring that corrective actions are effective and that the risk level decreases over time. Adjustments will be made as needed to fully resolve the issue.

17.7 Contingency Planning

The project includes a dedicated **10% contingency budget (£13,000)** to ensure that unforeseen challenges can be addressed without disrupting implementation or compromising quality. This financial buffer strengthens project resilience and allows the team to respond quickly and effectively to emerging risks. The contingency fund is designed to cover a range of unexpected circumstances that may arise during construction, procurement, or operational phases.

Material price increases
Fluctuations in the cost of construction materials are common, especially in volatile economic environments. The contingency budget provides flexibility to absorb sudden price increases, ensuring that construction activities continue without delays or reductions in quality.

Emergency repairs
Unexpected damage to buildings, equipment, or infrastructure may occur due to weather events, accidents, or technical faults. Allocating contingency funds for emergency repairs ensures that essential facilities remain functional and safe, preventing interruptions to training or service delivery.

Procurement delays
Delays in the procurement of materials, equipment, or services can affect project timelines. The contingency budget allows the project to explore alternative suppliers, expedite shipping, or adjust procurement strategies to keep activities on schedule.

Unexpected operational challenges
Operational challenges—such as staff shortages, equipment malfunction, or logistical issues—may arise at any stage of the project. The contingency fund provides the flexibility needed to address these challenges promptly, ensuring continuity of operations and maintaining service quality.

Together, these provisions ensure that **the project remains financially stable**, even when confronted with unforeseen circumstances. The contingency plan reinforces strong financial

17.8 Summary

The Risk Management Plan demonstrates clearly that **FEDI has anticipated potential challenges** that may arise during the implementation of the project. By identifying financial, operational, environmental, and governance-related risks in advance, the organisation shows a proactive approach to safeguarding project success. This forward-thinking stance ensures that risks are not only recognised but also understood within the broader context of Sierra Leone's development environment.

The plan also shows that **mitigation strategies are realistic and actionable**, grounded in practical experience and tailored to the local context. These strategies are designed to minimise disruptions, reduce vulnerabilities, and ensure continuity of operations. By outlining specific steps—such as diversifying suppliers, strengthening community engagement, and reinforcing governance structures—the plan provides a clear roadmap for managing risks effectively.

Furthermore, the Risk Management Plan confirms that **risks will be monitored continuously** throughout the project lifecycle. FEDI's commitment to ongoing monitoring ensures that emerging threats are detected early and addressed promptly. This dynamic approach allows the organisation to adapt to changing circumstances, maintain accountability, and uphold high standards of project delivery.

The plan also highlights that **governance and accountability systems are strong**, with clear reporting lines, transparent decision-making processes, and robust oversight mechanisms. These systems ensure that responsibilities are well defined and that project activities are implemented with integrity, efficiency, and compliance with donor requirements.

Finally, the Risk Management Plan demonstrates that **the project is resilient and well prepared for uncertainties**. By integrating risk mitigation into every stage of implementation, the project is equipped to withstand external shocks—whether economic, environmental, or social—and continue delivering meaningful results.

Collectively, these strengths give donors confidence that the project will be delivered effectively, responsibly, and sustainably, even in the face of potential challenges.

SECTION 18 — FUNDRAISING STRATEGY

18.1 Introduction

The Fundraising Strategy outlines how FEDI will mobilise the financial resources required to implement, sustain, and expand the Skills Development Academy and Medical/Nursing Centre. Recognising the scale and long-term significance of the project, the strategy is designed to secure the initial **£148,500 capital investment**, while also establishing diversified and sustainable funding streams that will support ongoing operations and future growth. It aims to build strong strategic partnerships, enhance institutional financial resilience, and ensure that the project remains viable well beyond its initial implementation phase. FEDI's approach combines donor engagement, income-generating activities, community contributions, and institutional partnerships, creating a balanced and sustainable model for long-term resource mobilisation.

18.2 Fundraising Objectives

The fundraising strategy is anchored in five core objectives that collectively strengthen the financial foundation of the Skills Development Academy and Medical/Nursing Centre. These objectives are designed not only to secure the resources required for initial implementation but also to ensure the long-term sustainability and growth of the project.

The first objective is to **secure full funding for construction, equipment procurement, and operationalisation** of both facilities. This includes raising the capital needed to build the infrastructure, furnish training spaces, and support the early stages of programme delivery. Achieving this objective ensures that the project begins on a strong and fully resourced footing.

The second objective focuses on **diversifying funding sources** to reduce dependency on any single donor. By engaging a broad mix of institutional donors, government partners, private sector actors, diaspora groups, and community contributors, FEDI aims to enhance financial stability and minimise risks associated with fluctuating donor priorities.

The third objective is to **build long-term partnerships** with donors, government agencies, and private sector organisations. These partnerships will provide not only financial support but also technical expertise, policy alignment, and opportunities for collaboration on national development initiatives. Long-term relationships strengthen continuity and create a supportive ecosystem around the project.

The fourth objective is to **generate internal revenue** that contributes to operational costs and future expansion. Through training fees, income-generating units, and short courses, the project will develop its own financial base, reducing reliance on external funding and supporting long-term viability.

Finally, the fifth objective seeks to **strengthen FEDI's institutional fundraising capacity**, enabling the organisation to manage larger projects, attract multi-year grants, and expand its development portfolio. Building internal capacity ensures that FEDI remains competitive, resilient, and capable of sustaining high-impact programmes.

Together, these objectives ensure that the project is not only launched successfully but remains financially secure, adaptable, and sustainable in the long term.

18.3 Funding Sources and Strategies

FEDI will adopt a multi-channel fundraising approach designed to maximise resource-mobilisation opportunities and ensure long-term financial sustainability for the Skills Development Academy and Medical/Nursing Centre. By intentionally diversifying funding streams, the organisation reduces its exposure to financial risk and increases the likelihood of securing both short-term capital and long-term operational support. This approach recognises that no single funding source can meet the full financial demands of a project of this scale; therefore, a broad and strategic mix of institutional donors, government partnerships, private sector engagement, diaspora support, community contributions, and internal revenue generation will be pursued. Through this diversified strategy, FEDI strengthens its resilience, enhances donor confidence, and builds a stable financial foundation capable of supporting the project from

18.3.1 Institutional Donors (Primary Target)

Institutional donors represent the primary funding target for this project due to their capacity to support large-scale, high-impact development initiatives. These donors include international NGOs, bilateral and multilateral development agencies, philanthropic foundations, faith-based development organisations, and corporate social responsibility (CSR) programmes. Their broad mandates, financial strength, and alignment with global development priorities make them well positioned to invest in projects that advance education, health, youth empowerment, and gender equality—core themes at the heart of this intervention.

To effectively engage these institutions, FEDI will adopt a strategic and relationship-driven approach. This begins with the development of tailored funding proposals that clearly align project objectives with donor priorities, demonstrating how the Skills Development Academy and Medical/Nursing Centre contribute to shared development outcomes. FEDI will also engage donors through virtual meetings, field visits, and professional presentations, helping to build trust, visibility, and confidence in the organisation's capacity to deliver.

In addition, FEDI will actively participate in grant cycles and thematic funding windows, ensuring timely submission of high-quality applications. Beyond securing initial funding, the organisation will prioritise long-term relationship building through transparent reporting, consistent communication, and evidence-based updates on project progress. This sustained engagement strengthens donor confidence and increases the likelihood of multi-year support, thereby contributing to the project's long-term sustainability.

18.3.2 Government Partnerships

Government collaboration is essential for ensuring accreditation, policy alignment, and the long-term sustainability of the Skills Development Academy and Medical/Nursing Centre. FEDI recognises that meaningful engagement with key government ministries and local authorities not only strengthens the legitimacy of the project but also enhances opportunities for integration into national development frameworks. To achieve this, FEDI will work closely with the Ministry of Education, the Ministry of Health and Sanitation, the Ministry of Youth Affairs, and local councils, each of which plays a critical role in shaping the education, health, and youth development landscape in Sierra Leone.

A central component of this partnership strategy involves **seeking accreditation** for both the TVET and nursing programmes, ensuring that all training delivered meets national standards and is formally recognised. FEDI will also **apply for government subventions and training grants**, which can provide essential financial support for operational costs and student subsidies. In addition, the organisation will **partner on national youth employment and health**

workforce initiatives, aligning the project with broader government priorities and contributing to national human capital development goals.

Furthermore, FEDI will **leverage government support for equipment, staffing, and technical guidance**, drawing on the expertise and resources available within public institutions. This collaboration not only enhances the quality and relevance of training programmes but also strengthens the project's long-term viability by embedding it within existing national systems. Through these strategic partnerships, FEDI aims to build a strong foundation for sustainability, policy alignment, and continued impact.

18.3.3 Corporate Sector Engagement

The private sector presents significant opportunities for financial support, technical contributions, and employment pathways that can greatly enhance the impact and sustainability of the Skills Development Academy and Medical/Nursing Centre. Corporate entities—ranging from national companies to multinational firms—are increasingly investing in social development initiatives through Corporate Social Responsibility (CSR) programmes, making them valuable partners in advancing education, skills development, and health workforce training.

Potential contributions from the corporate sector include direct CSR funding, donations of equipment and training materials, scholarships for trainees from low-income backgrounds, and the establishment of internship and employment partnerships that create clear pathways into the labour market. These forms of support not only strengthen the project's resource base but also help companies build a skilled workforce aligned with their industry needs.

To effectively engage the private sector, FEDI will implement a targeted set of strategies. These include developing attractive corporate sponsorship packages that outline clear benefits and impact areas, as well as offering branding opportunities such as naming rights for specific facilities (e.g., "ICT Lab sponsored by…"). FEDI will also work closely with companies to integrate them into workforce development pipelines, ensuring that training programmes are aligned with market demands and that graduates are well positioned for employment.

Through these strategic engagements, FEDI aims to build mutually beneficial partnerships that support project sustainability while enabling companies to contribute meaningfully to national development goals.

18.3.4 Diaspora Engagement

The Sierra Leonean diaspora represents a powerful and highly motivated resource for advancing national development, and FEDI intends to strategically harness this potential to support the Skills Development Academy and Medical/Nursing Centre. Members of the diaspora often maintain strong emotional, cultural, and familial ties to their communities of origin, making them valuable partners in mobilising financial resources, technical expertise, and advocacy networks. Their contributions can significantly enhance the project's visibility, credibility, and long-term sustainability.

The diaspora can support the project in several meaningful ways, including direct donations, equipment contributions, scholarship sponsorships for vulnerable trainees, and broader advocacy efforts that connect FEDI to international networks and philanthropic opportunities. Many diaspora professionals also possess specialised skills in education, healthcare, ICT, and business development, which can be leveraged to strengthen training programmes and provide mentorship to learners.

To effectively engage this group, FEDI will implement a targeted set of strategies. A central initiative will be the launch of a **"Diaspora for Development Campaign"**, designed to mobilise collective action and foster a sense of shared responsibility for community transformation.

FEDI will also host virtual fundraising events that allow diaspora members across different countries to participate, contribute, and stay informed about project progress. Additionally, the organisation will establish a **diaspora alumni network**, creating a platform for ongoing engagement, knowledge sharing, and long-term support.

To further encourage participation, FEDI will offer **naming opportunities** for rooms, equipment, or training spaces, allowing individuals or groups to leave a lasting legacy within the project. Through these combined efforts, diaspora engagement will become a vital pillar of the fundraising strategy, strengthening both the financial base and the global visibility of the project.

18.3.5 Community Contributions

Community contributions form an essential pillar of the fundraising strategy, reinforcing local ownership, reducing project costs, and strengthening long-term sustainability. FEDI recognises that meaningful development is most effective when communities are actively involved in shaping and supporting the initiatives that affect their lives. The Skills Development Academy and Medical/Nursing Centre will therefore be built on a foundation of strong community participation, ensuring that local stakeholders feel a sense of pride, responsibility, and shared investment in the project's success.

Local communities will contribute in several practical and impactful ways, including providing labour support during construction, offering land or space where feasible, and supplying locally available materials such as sand, stones, and timber. These contributions not only reduce financial expenditure but also accelerate implementation by leveraging local resources. Community members may also volunteer their time and skills, supporting activities such as mobilisation, site preparation, and ongoing maintenance.

To coordinate these efforts effectively, FEDI will establish a **Community Development Committee**, composed of traditional leaders, youth representatives, women's groups, and other key stakeholders. This committee will play a central role in mobilising community support, facilitating communication, and ensuring that contributions are organised and equitable. FEDI will also work closely with local leaders and youth groups to promote community ownership, emphasising the long-term benefits of the project for education, employment, and healthcare access.

By integrating community contributions into the fundraising strategy, FEDI strengthens social cohesion, enhances local commitment, and ensures that the project is rooted in the collective aspirations of the people it is designed to serve.

18.3.6 Internal Revenue Generation

Internal revenue generation will play a central role in ensuring the long-term financial sustainability of the Skills Development Academy and Medical/Nursing Centre. While external donors and partners will provide the initial capital investment, FEDI recognises that a resilient project must also develop its own income streams to support ongoing operations, maintenance, and future expansion. By establishing practical, community-focused revenue-generating activities, the project will gradually reduce reliance on external funding and strengthen its financial independence.

A key component of this strategy involves the introduction of **affordable, tiered training fees** for vocational and nursing programmes. These fees will be carefully structured to remain accessible to low-income learners, with subsidised rates available for vulnerable groups such as

women, youth from disadvantaged households, and persons with disabilities. This approach ensures inclusivity while still contributing to the centre's operational costs.

In addition to training fees, the project will establish several **income-generating units** that provide both practical learning opportunities and financial returns. These include a tailoring workshop capable of producing school uniforms and garments, a carpentry workshop specialising in furniture production, and an ICT centre offering services such as typing, printing, and digital support. The multipurpose hall will also be available for rental, generating additional income during community events, workshops, and private functions.

Furthermore, the centre will offer **short professional courses** in areas such as first aid, digital literacy, entrepreneurship, and community health. These short courses will attract a wider audience, including working adults and community members seeking to upgrade their skills, thereby expanding the centre's revenue base.

Collectively, these internal revenue streams will contribute significantly to operational sustainability, enabling the centre to cover recurring costs, invest in equipment upgrades, and support future programme expansion. This diversified income model ensures that the project remains financially stable and capable of delivering long-term impact.

18.4 Donor Engagement Plan

FEDI will implement a structured and strategic donor engagement plan designed to build strong relationships, secure financial commitments, and maintain long-term partnerships that support the sustainability of the Skills Development Academy and Medical/Nursing Centre. This phased approach ensures that donor engagement is systematic, proactive, and aligned with best practices in resource mobilisation. By guiding donors through a clear journey—from initial identification to long-term stewardship—FEDI strengthens trust, enhances transparency, and increases the likelihood of securing both immediate and multi-year funding.

Phase 1: Identification (Months 1–2)

The first phase focuses on mapping and identifying potential donors whose priorities align with the project's core themes of education, health, youth empowerment, and gender equality. FEDI will conduct a detailed analysis of donor portfolios, funding cycles, and eligibility criteria to prioritise high-value prospects. This targeted approach ensures that efforts are directed toward donors with the greatest potential for partnership and impact.

Phase 2: Cultivation (Months 2–4)

Once potential donors are identified, FEDI will initiate relationship-building activities. This includes sending introductory emails, sharing concept notes, and arranging virtual meetings to present the project vision and organisational profile. During this phase, FEDI will focus on establishing rapport, demonstrating credibility, and highlighting the alignment between donor priorities and project objectives. Cultivation lays the foundation for trust and opens the door for deeper engagement.

Phase 3: Solicitation (Months 3–6)

In this phase, FEDI will formally request funding by submitting full proposals tailored to each donor's requirements. The organisation will respond promptly to donor queries, provide additional documentation when needed, and engage in follow-up discussions to clarify technical or financial aspects of the proposal. This stage is critical for demonstrating professionalism, readiness, and the organisation's capacity to deliver a high-impact project.

Phase 4: Stewardship (Ongoing)

Stewardship is an ongoing process that begins once funding is secured and continues throughout the project lifecycle. FEDI will maintain strong relationships with donors by providing quarterly narrative and financial updates, sharing monitoring and evaluation findings, and inviting donors for site visits to witness progress firsthand. Success stories, impact reports, and transparent communication will reinforce donor confidence and encourage continued support. Effective stewardship not only strengthens existing partnerships but also enhances FEDI's reputation for accountability and excellence.

Through this structured donor engagement plan, FEDI ensures that fundraising efforts are strategic, coordinated, and relationship-driven, ultimately increasing the likelihood of securing sustained financial support for the project.

18.5 Communication and Visibility Strategy

An effective communication and visibility strategy is essential for strengthening fundraising efforts, enhancing organisational credibility, and attracting a broad base of supporters. FEDI recognises that donors and partners are more likely to invest in initiatives that demonstrate transparency, professionalism, and clear evidence of impact. To achieve this, the organisation will implement a comprehensive communication plan that showcases project progress, highlights community needs, and celebrates the contributions of supporters.

A key component of this strategy involves developing a **professional project brochure and digital media kit**, which will provide concise, visually appealing information about the project's objectives, expected outcomes, and funding requirements. These materials will be used during donor engagements, community meetings, and online campaigns to ensure consistent messaging.

FEDI will also share **regular updates on social media platforms and the organisation's website**, ensuring that stakeholders remain informed about milestones, challenges, and success stories. These updates will help build momentum, maintain public interest, and demonstrate ongoing accountability.

To further enhance visibility, FEDI will produce **short videos** that capture community needs, construction progress, trainee experiences, and testimonies from beneficiaries. These videos will serve as powerful storytelling tools that humanise the project and inspire donor confidence.

In addition, FEDI will **highlight donor contributions through branding and public recognition**, such as naming opportunities, social media acknowledgements, and visibility during events. This reinforces donor appreciation and encourages continued support.

Finally, the organisation will **publish annual reports and newsletters** that provide detailed insights into financial performance, programme achievements, and long-term impact. These publications will strengthen transparency and position FEDI as a trustworthy and accountable development partner.

Collectively, these communication efforts will significantly increase the project's visibility, attract new supporters, and reinforce the organisation's reputation for professionalism and impact.

18.6 Monitoring and Reporting to Donors

Maintaining donor confidence is essential for sustaining long-term partnerships and securing future funding. FEDI is committed to upholding the highest standards of transparency, accountability, and evidence-based reporting throughout the implementation of the Skills Development

Academy and Medical/Nursing Centre. To achieve this, the organisation will implement a rigorous monitoring and reporting framework that ensures donors receive timely, accurate, and meaningful updates on project progress, challenges, and impact.

A central component of this commitment is **transparent financial reporting**, which will include detailed breakdowns of expenditures, budget utilisation, and financial forecasts. These reports will be prepared in accordance with donor requirements and international best practices, ensuring clarity and accountability in the management of funds.

In addition to financial updates, FEDI will produce **quarterly narrative and monitoring and evaluation (M&E) reports**. These documents will highlight key achievements, implementation milestones, beneficiary reach, and lessons learned. They will also identify any emerging challenges and outline mitigation strategies, demonstrating proactive management and responsiveness.

To reinforce credibility, FEDI will conduct **annual audits** carried out by an independent, accredited auditing firm. These audits will verify the accuracy of financial statements and ensure compliance with donor agreements and organisational policies.

FEDI will also maintain **real-time communication** with donors, providing prompt updates on significant developments, risks, or opportunities. This open communication channel strengthens trust and ensures that donors remain fully informed throughout the project lifecycle.

Finally, FEDI will share **evidence-based impact stories**, including testimonies from beneficiaries, case studies, and visual documentation of progress. These stories humanise the project's outcomes and demonstrate the tangible difference donor support is making in the community.

Together, these monitoring and reporting practices ensure that donors have full visibility into how their resources are being utilised, reinforcing confidence in FEDI's stewardship and

18.7 Long-Term Fundraising Sustainability

Ensuring the long-term sustainability of the Skills Development Academy and Medical/Nursing Centre is a central priority for FEDI. While initial capital investment will enable construction and start-up activities, the organisation recognises that true impact depends on the ability to maintain, expand, and continuously improve services over many years. To achieve this, FEDI has developed a forward-looking sustainability framework that combines internal revenue generation, strategic partnerships, and long-term financial planning.

A key component of this strategy is the establishment of a **Sustainability Fund**, supported by income generated from training fees, short courses, and income-generating units. This fund will serve as a financial buffer, enabling the centre to cover operational costs, respond to emerging needs, and invest in future upgrades without relying solely on external donors.

FEDI will also pursue **multi-year grants** from institutional donors to support ongoing training programmes, particularly in areas such as nursing, vocational skills, and youth empowerment. Multi-year funding provides stability, reduces administrative burden, and allows the organisation to plan more effectively for long-term outcomes.

In addition, FEDI aims to build an **endowment fund** through targeted diaspora contributions. This long-term investment mechanism will generate annual returns that can be reinvested into scholarships, equipment replacement, and programme expansion. Engaging the diaspora in this way strengthens their connection to the project and creates a legacy of sustained support.

Partnerships will also play a crucial role in sustainability. FEDI will expand collaborations with **universities, hospitals, and TVET institutions**, enabling resource sharing, technical

support, and opportunities for joint programming. These partnerships enhance the quality of training and reduce operational costs through shared expertise and infrastructure.

Finally, FEDI will continue to **develop new proposals** aimed at scaling the model to other districts, leveraging the success of the initial centre to attract additional investment. By demonstrating impact, efficiency, and strong community ownership, FEDI positions itself as a credible partner for future expansion.

Together, these strategies create a robust and diversified foundation for long-term sustainability, ensuring that the project continues to deliver transformative benefits for generations to come.

18.8 Summary

The Fundraising Strategy demonstrates that FEDI has developed a comprehensive, diversified, and realistic approach to mobilising the resources required for the successful implementation and long-term sustainability of the Skills Development Academy and Medical/Nursing Centre. By combining institutional donor engagement, government collaboration, private sector partnerships, diaspora mobilisation, community contributions, and internal revenue generation, the strategy positions the project to attract a wide range of supporters and funding opportunities.

The approach clearly shows that the project is well aligned with the priorities of multiple donor categories, including those focused on education, health, youth empowerment, and gender equality. This alignment increases the likelihood of securing both initial capital investment and multi-year programme funding. Furthermore, the integration of income-generating activities and short courses ensures that the centre will gradually build its own financial base, reducing long-term dependency on external donors.

Community ownership, demonstrated through local contributions and active participation, strengthens the project's credibility and reinforces its relevance to the people it is designed to serve. At the same time, FEDI's commitment to transparent reporting, strong communication, and rigorous monitoring provides donors with confidence that their investments will be managed responsibly and deliver measurable impact.

Overall, the Fundraising Strategy provides a solid foundation for resource mobilisation, sustainability, and growth. It assures donors and partners that their support will contribute to a transformative, community-driven initiative capable of delivering lasting social and economic benefits.

SECTION 19 — PROJECT MANAGEMENT & STAFFING PLAN

19.1 Introduction

The successful implementation of the Skills Development Academy and Medical/Nursing Centre requires a strong, well-structured, and highly coordinated project management system. Recognising the scale and complexity of the intervention, FEDI has developed a comprehensive

management and staffing plan designed to ensure operational excellence at every stage of the project. This plan provides a clear framework for:

- Efficient coordination of activities across multiple departments
- Transparent and accountable financial management
- High-quality construction supervision and technical oversight
- Effective delivery of vocational and health-related training programmes
- Strong and continuous community engagement
- Robust monitoring, evaluation, and learning processes

Together, these elements create a solid foundation for guiding the project from inception through implementation to successful completion. This section outlines the governance structure, staffing roles, reporting lines, and operational systems that will ensure the project is delivered with professionalism, accountability, and measurable impact.

19.2 Project Governance Structure

To guarantee accountability, oversight, and operational efficiency, the project will be governed through a three-tier structure comprising:

1. **Board of Trustees**
2. **Executive Management**
3. **Project Implementation Unit (PIU)**

This layered structure ensures that strategic leadership, managerial supervision, and day-to-day operational responsibilities are clearly defined and effectively coordinated. It also strengthens internal controls, promotes transparency, and ensures that all project activities remain aligned with FEDI's mission and donor expectations.

19.2.1 Board of Trustees

The Board of Trustees provides the highest level of strategic oversight and ensures that the project is implemented in accordance with FEDI's constitution and governance standards. The Board plays a critical role in safeguarding organisational integrity and ensuring that the project contributes meaningfully to FEDI's long-term development goals.

Key Responsibilities

- Approving project plans, budgets, and progress reports
- Providing governance and policy direction to guide implementation
- Ensuring transparency, accountability, and compliance with statutory requirements
- Supporting donor engagement, advocacy, and strategic partnerships

Through these responsibilities, the Board ensures that the project remains mission-driven, ethically managed, and strategically aligned.

19.2.2 Executive Director

The Executive Director provides overall leadership and ensures that the project is implemented in alignment with FEDI's mission, values, and organisational policies. Serving as the link between the Board and the PIU, the Executive Director ensures that strategic decisions are translated into effective operational actions.

Key Responsibilities

- Overseeing project implementation and ensuring adherence to approved plans
- Approving procurement and financial decisions in line with organisational policies
- Liaising with donors, government ministries, and development partners
- Ensuring compliance with internal policies, donor requirements, and regulatory frameworks

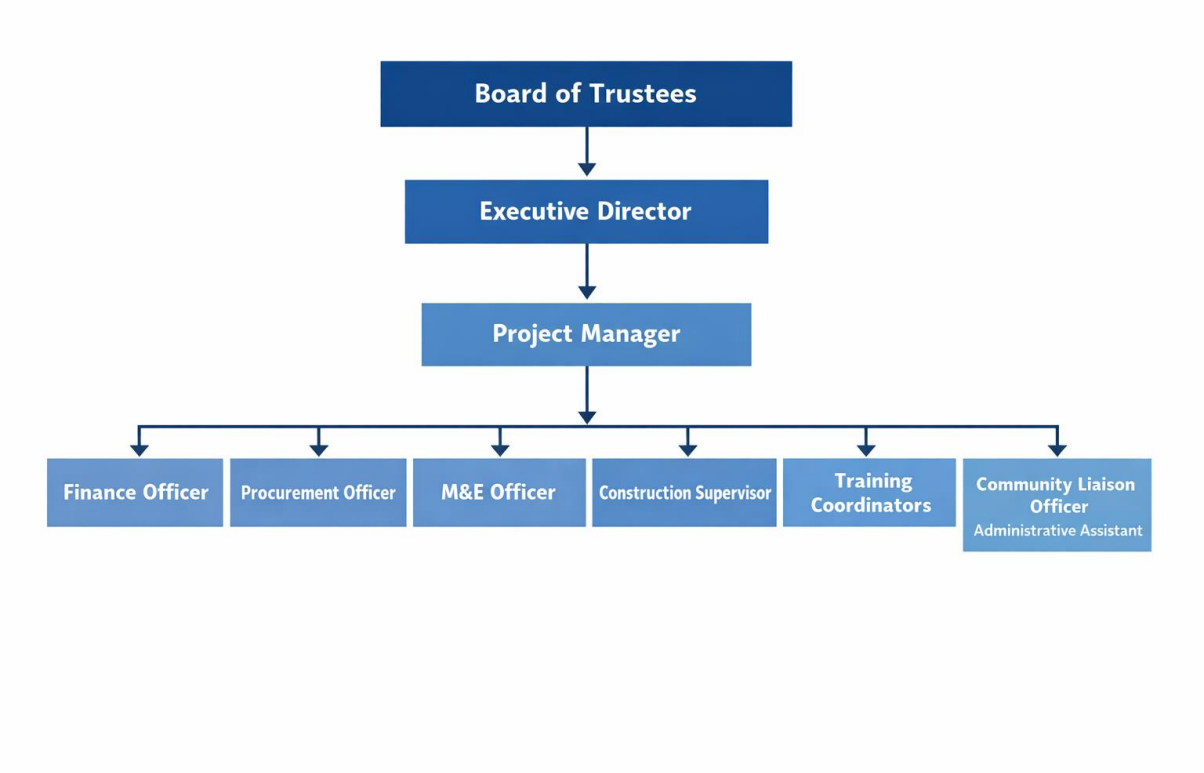
Through this leadership role, the Executive Director ensures coherence, accountability, and strategic direction across all aspects of the project.

19.3 Project Implementation Unit (PIU)

The Project Implementation Unit (PIU) serves as the central operational body responsible for the day-to-day execution of the project. It is composed of a team of qualified and experienced professionals with expertise spanning construction management, financial administration, procurement, training delivery, monitoring and evaluation, and community development. This multidisciplinary composition ensures that all technical, administrative, and community-focused aspects of the project are managed effectively and in alignment with donor requirements and organisational standards. The PIU functions as the engine of project delivery, coordinating activities, maintaining oversight, and ensuring that implementation remains timely, transparent, and results-oriented.

19.3.1 PIU Organisational Chart (Text-Based)

The organisational structure of the PIU reflects clear reporting lines and a well-defined hierarchy that supports efficient communication, accountability, and decision-making. The structure is presented below in a jpeg-based format:



This structure ensures that the Project Manager provides direct leadership to all technical and administrative staff, while the Executive Director and Board of Trustees maintain strategic oversight. Each officer and coordinator has a clearly defined role, enabling smooth coordination across departments and ensuring that all project components—from construction to training delivery, community engagement, financial management, and monitoring—are implemented in a coherent, efficient, and accountable manner. This clarity of roles and reporting lines strengthens operational discipline, reduces duplication of effort, and supports timely decision-making throughout the project lifecycle.

19.4 Key Project Staff and Roles

The Project Implementation Unit (PIU) is composed of a multidisciplinary team of qualified professionals whose combined expertise ensures effective coordination, accountability, and high-quality delivery of all project components. Each role within the PIU is clearly defined to promote operational efficiency, transparency, and strong oversight throughout the entire project lifecycle. This structured approach ensures that responsibilities are well distributed, communication flows smoothly, and all activities remain aligned with project objectives and donor expectations.

19.4.1 Project Manager

The Project Manager provides overall leadership and strategic direction, ensuring that the project is delivered on time, within scope, and to the highest quality standards. Their responsibilities include coordinating all project activities, supervising staff and contractors, and overseeing construction progress to ensure adherence to technical specifications. The Project Manager also ensures full compliance with donor requirements and prepares monthly and quarterly progress reports, enabling timely decision-making, accountability, and continuous improvement.

19.4.2 Finance & Administration Officer

The Finance & Administration Officer plays a critical role in ensuring transparent, accountable, and efficient financial management. Their duties include managing the project budget, maintaining accurate financial records, preparing financial reports, and ensuring compliance with audit requirements. They also support procurement processes and manage payroll, contributing to strong administrative systems that uphold financial integrity and operational efficiency.

19.4.3 Procurement Officer

The Procurement Officer oversees the acquisition of all project materials, equipment, and services. They prepare procurement plans, conduct supplier assessments, and ensure competitive bidding processes that promote fairness and value for money. By maintaining complete procurement documentation and adhering to donor procurement policies, the officer safeguards transparency and strengthens the credibility of the project's resource management.

19.4.4 Monitoring & Evaluation (M&E) Officer

The M&E Officer plays a central role in tracking project performance and measuring impact. Their responsibilities include developing M&E tools, collecting and analysing data, conducting field monitoring visits, and preparing regular M&E reports. They also support learning and adaptation processes, ensuring that project strategies remain responsive, evidence-based, and aligned with emerging needs and lessons learned.

19.4.5 Construction Supervisor

The Construction Supervisor oversees all construction activities to ensure quality, safety, and adherence to technical specifications. Their duties include supervising contractors and artisans, verifying material usage and delivery, preparing weekly progress reports, and liaising with engineers and architects. This role ensures that construction work is completed efficiently, safely, and in accordance with approved designs and standards.

19.4.6 Training Coordinators (Vocational & Nursing)

The Training Coordinators manage the vocational and nursing training programmes, ensuring that all instructional activities meet required standards. They develop training schedules, support curriculum implementation, monitor trainee attendance and performance, coordinate practical sessions, and liaise with instructors and partners. Their work ensures that training delivery remains structured, relevant, and aligned with labour market and health sector needs.

19.4.7 Community Liaison Officer

The Community Liaison Officer strengthens community engagement and ensures transparent beneficiary selection. Their responsibilities include conducting sensitisation campaigns, facilitating community meetings, supporting enrolment and verification processes, and managing community feedback mechanisms. This role promotes accountability, trust, and strong community ownership of the project.

19.4.8 Administrative Assistant

The Administrative Assistant provides essential logistical and administrative support. They manage documentation and filing, support communication and scheduling, assist with logistics and procurement, and maintain office supplies and records. Their work ensures smooth day-to-day operations and contributes to an organised and efficient project environment.

19.5 Staffing for Training Operations

Once the facilities become operational, additional staff will be engaged to ensure high-quality training delivery and efficient daily operations. Vocational training staff will include instructors for ICT, tailoring, carpentry, and entrepreneurship, each bringing specialised expertise to equip trainees with practical, market-relevant skills that enhance employability and self-reliance.

For the Medical/Nursing Centre, the instructional team will include a Nursing Tutor, a Clinical Skills Instructor, and a Community Health Trainer. These professionals will ensure that learners receive comprehensive theoretical and practical training aligned with national health standards and global best practices.

Support staff—including security personnel, cleaners, and a maintenance technician—will ensure a safe, clean, and well-functioning learning environment. Together, these personnel contribute to a professional, learner-centred training ecosystem that promotes excellence and sustainability.

19.6 Reporting and Communication Structure

FEDI has established a clear and efficient reporting structure to ensure transparency, coordination, and timely information flow. Internally, the Construction Supervisor submits weekly reports to the Project Manager, while all PIU staff provide monthly updates. Quarterly consolidated reports are submitted to the Executive Director and Board, enabling strategic oversight and informed decision-making.

For donors, FEDI will prepare quarterly narrative and financial reports, an annual impact report, and a final project completion report, ensuring full accountability and alignment with donor expectations. At the community level, reporting will occur through community meetings, noticeboard updates, and structured feedback sessions, promoting openness, participation, and community ownership.

19.7 Project Management Systems

To ensure efficiency, transparency, and accountability, FEDI will utilise a suite of project management systems. These include a Financial Management System with cashbooks, ledgers, and bank reconciliation processes; a Procurement System that ensures competitive bidding and supplier vetting; and a Monitoring & Evaluation System equipped with data collection tools, dashboards, and field monitoring procedures.

Additionally, a Construction Management System—featuring site logs, supervision checklists, and quality assurance mechanisms—will support effective oversight of infrastructure development. A Human Resource System will manage contracts, performance reviews, and staff development. Together, these systems create a strong operational foundation for effective and compliant project delivery.

19.8 Capacity Building for Staff

To maintain high performance and ensure continuous improvement, FEDI will invest in capacity-building initiatives for all project staff. Training will be provided in project management, monitoring and evaluation, data management, safeguarding, child protection, financial management, and procurement. Technical training will also be offered to instructors to strengthen

their pedagogical and practical skills. These efforts enhance institutional capacity and ensure that the project is delivered with professionalism, quality, and long-term sustainability.

19.9 Summary

The Project Management and Staffing Plan demonstrates that FEDI has a strong governance structure, a PIU composed of qualified and experienced professionals, and clear, efficient reporting lines. The organisation's systems for finance, procurement, monitoring and evaluation, and construction management are robust and aligned with best practices. Collectively, these elements ensure that the project will be implemented with professionalism, accountability, and transparency. This comprehensive framework gives donors confidence that the project will be delivered effectively, efficiently, and sustainably, ultimately achieving meaningful and lasting impact.

SECTION 20 — ORGANISATIONAL CAPACITY STATEMENT

20.1 Introduction

The Foundation for Education and Development Initiative (FEDI) is a registered, community-driven, non-profit organisation dedicated to advancing education, healthcare, youth empowerment, and sustainable development across Sierra Leone. Rooted in a strong commitment to social transformation, FEDI has built a reputation for delivering high-impact programmes that respond directly to the needs of underserved and marginalised communities. The organisation benefits from a solid governance structure and experienced leadership team, both of which ensure strategic direction, operational efficiency, and accountability in all areas of work. Over the years, FEDI has demonstrated a consistent ability to design, implement, and manage development initiatives that produce measurable and lasting results.

This Organisational Capacity Statement outlines FEDI's readiness to implement the proposed Skills Development Academy and Medical/Nursing Centre, highlighting the systems, expertise, and institutional strengths that underpin its work. It affirms FEDI's capacity to deliver high-quality programming while maintaining rigorous standards of accountability, transparency, and long-term sustainability. Through this statement, FEDI demonstrates that it is fully prepared to lead the project from inception to completion, ensuring meaningful impact for communities and enduring value for partners and donors.

20.2 Legal Status and Governance

FEDI operates as a fully registered non-profit organisation in Sierra Leone, giving it the legal recognition and legitimacy required to implement development initiatives at both community and national levels. The organisation is governed by a dedicated Board of Trustees whose members bring extensive expertise in education, health, finance, and community development. This diverse leadership ensures that FEDI benefits from informed decision-making and strategic guidance across all programme areas. The organisation is further anchored by a formal constitution that outlines clear governance procedures and reinforces principles of transparency, accountability, and ethical leadership. FEDI consistently complies with national regulations, statutory reporting requirements, and recognised financial standards, demonstrating its commitment to responsible stewardship of resources. The Board plays a central role in providing strategic oversight, approving budgets, monitoring organisational performance, and ensuring that all activities remain aligned with FEDI's mission, values, and long-term development goals. Through this strong governance framework, FEDI maintains credibility, operational integrity, and a solid foundation for effective project delivery.

20.3 Vision, Mission, and Strategic Focus

FEDI's work is anchored in a clear and inspiring vision: to build empowered, educated, and healthy communities through sustainable development initiatives that create lasting change. This vision reflects the organisation's belief that meaningful progress is achieved when individuals and communities have the knowledge, skills, and opportunities needed to shape their own futures.

Guided by this vision, FEDI's mission is to provide inclusive access to education, skills training, healthcare services, and community empowerment programmes that improve quality of life and strengthen long-term resilience. The mission emphasises equity, participation, and the creation of pathways that enable people—especially youth, women, and vulnerable groups—to thrive socially and economically.

To translate its mission into action, FEDI focuses on five strategic areas: education and skills development, health systems strengthening, youth empowerment and employment, gender equality and women's empowerment, and community development and resilience. These interconnected pillars ensure that FEDI's interventions address both immediate needs and the structural barriers that hinder sustainable progress. Each focus area directly aligns with the proposed project, reinforcing FEDI's capacity to deliver a Skills Development Academy and Medical/Nursing Centre that respond to national priorities and community aspirations.

Together, the vision, mission, and strategic focus provide a strong foundation for FEDI's work and clearly demonstrate the organisation's readiness to implement impactful, community-centred development initiatives.

20.4 Organisational Experience and Track Record

FEDI has built extensive experience in designing and implementing community-based programmes across multiple development sectors, demonstrating a strong capacity to manage complex, multi-faceted initiatives. In the area of education and skills development, the organisation has successfully delivered literacy, numeracy, and vocational training programmes that equip learners with practical competencies for employment and lifelong learning. FEDI has also developed curriculum materials and training resources tailored to local needs, while supporting school improvement efforts and teacher professional development to strengthen the overall quality of education.

In the field of health and community wellbeing, FEDI has led numerous community health education campaigns aimed at increasing awareness of key health issues and promoting positive behavioural change. The organisation works in close partnership with local clinics and health workers to extend access to essential services, and it provides training on hygiene, sanitation, and disease prevention to reduce health risks within vulnerable communities.

Youth empowerment is another core area of FEDI's work. The organisation delivers leadership and life-skills training that helps young people build confidence and agency, while also offering entrepreneurship and business development support to promote economic independence. Mentorship programmes further provide guidance and encouragement to vulnerable youth, helping them navigate personal and professional challenges.

FEDI's strong community engagement approach underpins all its interventions. The organisation maintains trusted relationships with traditional leaders, women's groups, and youth associations, enabling it to mobilise communities effectively for development projects. Its inclusive methodologies ensure that vulnerable groups are prioritised and meaningfully involved in decision-making processes.

Collectively, this track record demonstrates FEDI's proven ability to manage complex, multi-sectoral projects and deliver sustainable, community-centred impact.

20.5 Organisational Strengths

FEDI brings a wide range of organisational strengths that position it as a highly capable and reliable partner for the successful implementation of this project. At the governance level, the organisation benefits from a strong leadership structure that includes an experienced Board of Trustees and a visionary Executive Director who provides strategic direction and oversight. Decision-making processes are transparent and participatory, ensuring that all organisational actions align with FEDI's mission, values, and long-term development goals.

FEDI's skilled and dedicated staff form another core strength. The team comprises professionals with expertise in education, health, project management, and community development, all of whom are committed to high standards of professionalism and continuous learning. Their combined experience enables the organisation to design and deliver programmes that are both technically sound and responsive to community needs.

The organisation also maintains robust financial management systems that ensure accountability and compliance with donor expectations. Transparent accounting procedures, regular financial reporting, and adherence to audit requirements strengthen financial integrity, while procurement systems aligned with donor standards guarantee fairness, value for money, and responsible resource utilisation.

Community trust and acceptance further enhance FEDI's operational effectiveness. With deep roots in the project area and strong relationships with traditional leaders, women's groups, and youth associations, the organisation enjoys high levels of community participation and support. This trust facilitates smooth project implementation and fosters a sense of shared ownership.

Finally, FEDI has a proven ability to mobilise resources through successful partnerships with NGOs, government agencies, and community groups. The organisation has extensive experience in proposal development and in managing donor-funded projects, demonstrating its capacity to secure funding and deliver results.

Together, these strengths underscore FEDI's readiness to lead and sustain the proposed project with professionalism, accountability, and community-centred impact.

20.6 Technical Capacity for Project Implementation

FEDI possesses strong technical capacity to implement the proposed project, supported by a combination of skilled personnel, established systems, and practical field experience. In the area of construction and infrastructure development, the organisation has access to qualified engineers, architects, and construction supervisors who provide professional oversight throughout all phases of building work. FEDI has successfully managed construction projects in rural settings, demonstrating its ability to navigate logistical challenges and ensure that facilities are built to standard. These efforts are reinforced by strong procurement procedures and contractor oversight systems that guarantee quality, cost-effectiveness, and compliance with donor requirements.

In training and curriculum development, FEDI brings extensive expertise across multiple vocational disciplines, including ICT, tailoring, carpentry, and entrepreneurship. The organisation also collaborates with health professionals to deliver nursing and community health training, ensuring that learners receive accurate, practical, and industry-aligned instruction. FEDI's ability to design competency-based curricula further strengthens the relevance and effectiveness of its training programmes.

Monitoring and evaluation (M&E) is another key area of technical strength. The organisation employs a dedicated M&E Officer who oversees data collection, analysis, and reporting. FEDI uses structured tools and digital systems to track progress and measure outcomes, and it has experience conducting baseline and endline assessments to evaluate project impact and inform continuous improvement.

FEDI's partnership management capacity enhances its ability to coordinate multi-stakeholder initiatives. The organisation works closely with government ministries, collaborates with NGOs and private sector actors, and maintains strong community mobilisation systems that ensure local participation and ownership. These partnerships enable FEDI to integrate services, leverage expertise, and deliver programmes that are both sustainable and community-driven.

Collectively, these technical capacities position FEDI as a competent and reliable organisation capable of delivering the project to a high standard and achieving meaningful, long-term results.

20.7 Organisational Policies and Compliance

FEDI operates under a comprehensive and rigorously enforced suite of organisational policies that guide every aspect of its work and ensure the highest standards of ethical and transparent practice. Its financial management policy provides clear procedures for budgeting, expenditure control, and financial reporting, enabling the organisation to maintain accountability and donor confidence. Complementing this is a robust procurement policy that promotes fairness, value for money, and integrity in the acquisition of goods and services. FEDI also upholds a strong safeguarding and child protection policy, ensuring that all programme activities prioritise the safety, dignity, and wellbeing of children and vulnerable groups. The organisation's gender equality policy reinforces its commitment to inclusive development by promoting equitable participation and addressing gender-based barriers. In addition, FEDI's anti-corruption and accountability policy establishes strict mechanisms to prevent, detect, and respond to any form of misconduct, thereby strengthening institutional integrity. A comprehensive health and safety policy further ensures that staff, beneficiaries, and partners operate in secure and risk-aware environments. Together, these policies form a solid compliance framework that guarantees ethical, transparent, and fully accountable project implementation.

20.8 Partnerships and Networks

FEDI maintains a wide network of strategic partnerships that significantly enhance the quality, reach, and long-term sustainability of its programmes. The organisation works closely with the Ministry of Education and the Ministry of Health and Sanitation, ensuring that all interventions align with national policies, sector priorities, and government standards. Collaboration with local councils and district authorities further strengthens decentralised implementation, enabling FEDI to operate with strong local legitimacy and administrative support. In addition, FEDI partners with community-based organisations and faith-based institutions, both of which play a vital role in mobilising communities, reinforcing cultural relevance, and fostering grassroots engagement. Youth and women's groups are also central partners, contributing to inclusive participation and ensuring that project activities reflect the needs and aspirations of diverse community members. Together, these partnerships create a robust ecosystem of support that enhances project delivery, deepens community ownership, and strengthens the long-term sustainability of FEDI's initiatives.

20.9 Organisational Capacity for Sustainability

FEDI demonstrates a strong and deliberate commitment to long-term sustainability, ensuring that its programmes continue to deliver meaningful impact well beyond the initial funding period. The organisation actively invests in income-generating activities that diversify revenue streams and reduce dependence on external donors, thereby strengthening institutional resilience. FEDI also embeds community ownership structures into its programme design, enabling beneficiaries and local stakeholders to take an active role in managing and sustaining project outcomes. This approach is reinforced by robust governance and financial systems that promote accountability, transparency, and efficient resource utilisation. In addition, FEDI cultivates long-term partnerships with government institutions, development agencies, and donors, creating a stable ecosystem of support that enhances continuity and scale. Continuous staff development remains a central pillar of the organisation's sustainability strategy, ensuring that personnel possess the skills, knowledge, and professional capacity required to maintain high-quality service delivery over time. Collectively, these measures guarantee that the project will remain functional, relevant, and impactful long after the initial funding cycle concludes.

20.10 Summary

The Organisational Capacity Statement affirms that FEDI is a well-established and highly competent institution with the governance structures, leadership strength, and operational systems required for the effective delivery of complex development projects. Its technical expertise spans education, health, and community development, enabling the organisation to design and implement interventions that are both contextually relevant and evidence-based. FEDI's internal financial management and procurement systems operate with full transparency and accountability, ensuring that resources are used efficiently and in line with donor expectations. Over the years, the organisation has built a strong track record of delivering impactful programmes that have generated measurable improvements in the lives of beneficiaries. This success is reinforced by the trust FEDI continues to earn from communities, local stakeholders, and national and international partners. Taken together, these strengths demonstrate that FEDI is fully prepared not only to implement the proposed project but also to sustain its outcomes over time. As such, FEDI stands out as a credible, capable, and reliable implementing partner for donors seeking high-quality, results-driven development programming.