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| Danish organisation | Brighter Horizons Denmark (BH DK) |
| Title of the intervention | Capacity building and skill increase among partners in Sierra Leone |
| Partner name(s) | Brighter Horizons Sierra Leone (BH SL) & Pink Power (PP) |
| Amount applied for | 99.368,- DKK |
| Country(ies) | Sierra Leone |
| Period (# of months) | 4 months |
| If re-submission or in continuation of a previous intervention, please insert journal number |  |

1. **Objective and relevance (the world around us)**

* What do you want to achieve through the intervention?

Via this intervention we intend to increase the competencies and capacities of local partner organisations to run both transparent, professional and efficient NGO’s and external funded interventions. The direct impact of this intervention would in turn benefit the target groups with which the Danish and local partners are working with and for. This intervention springs from a desire from all organisations involved to be able to ‘hand over’ more management tasks to local partners concerning interventions while also being inspired/suggested by CISU following the latest monitoring visit in 2021.

* Why is the intervention important?

Our partner organizations BH SL and PP in Sierra Leone are both relatively new organizations. Both are grassroot organizations and a lot of the key individuals involved here are people who have obtained degrees from higher education institutions – most having completed elementary school. Regardless of this they are community leaders who are able to identify with the target groups they work with and for – e.g. sex workers, vulnerable girls and women and disabled peoples. The lack of strong educational backgrounds however leads to a necessity in increase of skill and organizational knowhow. Based on previous experiences from running jointly implemented interventions as well as the latest review/evaluation conducted by CISU (August 2021) there is a need to work further upon both individual and organizational development to meet requirements from donors as well as to run more efficient, transparent and professional NGO’s in Sierra Leone. Financial management and structures are a part of this. We deem it quite essential for the future work and cooperation with both local partners in Sierra Leone to develop further upon skills and capacity to conduct development projects with and for marginalized people in Sierra Leone. We find it important to continue our work in Sierra Leone and thus we consider this small intervention a natural next step to secure stronger individual and organizational foundations for future work.

* Describe the context of the intervention:
  + Describe the conditions that apply in the area where the intervention will take place, and which are expected to influence the intervention (e.g. social, economic or political conditions, or other projects or activities in the area that can supplement the intervention).

The context description for the purpose of this intervention is to be seen in the perspective of the needs by both local partner organizations.

Since the offset of BH DK we have successfully implemented 5 CISU-funded interventions with our local partners BH SL and PP (the latest intervention set to end in June 2022). Both partner organizations are quite adept and skilled in hands-on approaches in regards to implementation of activities with and for our target groups (sex workers, vulnerable girls and women and disabled peoples). They have gained great experiences in networking and advocacy-based work targeting both similar NGO’s as well as government/authority institutions. To become even more skilled as organizations they need capacity building in terms organizational structuring, financial management & toolkits. Adding to this, many of the staff would benefit from courses on how to analyse/read data and statistics (especially in regards to current HIV testing in Freetown (21-3566-CSP-MI). Several of the activities proposed in this intervention stem from the evaluation report conducted by CISU in August 2021 – while adding a few others that would benefit further development – both organizational and individual.

Furthermore, BH DK and local partners has sent a management response to the evaluation in which several actions are already taken/planned to meet requirements and recommendations from CISU. Part of the management response describes measures already taken, including the employment/cooperation with a local accountant and external financial controller (please read Management Response sent to CISU for further information).

There are no conditions expected to influence the intervention given that activities primarily will involve key staff/board members of both partner organizations.

* Describe how this intervention can contribute to supporting collaboration, public engagement and civil organising and how this in time will contribute to social justice (realisation of people’s rights, reducing inequality and fighting poverty, participation in decision-making processes, equal access to resources, and just institutions).

This intervention will ensure more effective and skilled staff and organizations for future development work – adhering to the highest standards possible in terms of project, financial and organizational management by both local partners. The intended increase in capacity and skill will benefit future beneficiaries targeted by interventions to come as organizations and staff/key individuals will have gained new valuable experiences and tools to increase impact and running development projects. BH SL and PP will add further to a stronger foundation and platform for both organizations ensuring sustainability and ownership via participatory-driven activities and seminars. Manuals, guides and other documents of operation will add to the aforementioned output contributing to a more professional development of local partner organizations.

* What climate- and environmental conditions do the partnership and/or the intervention need to respond to? And how have the partners responded to it? This could be in relation to the conditions of the target groups, the number of flights or the activities of the intervention, and how these affect the environment or climate in the area.

We always consider climate and environment when planning for new interventions with our partners in Sierra Leone. Usually we limit the number of flights from Denmark to Sierra Leone to an absolute minimum. However, given that several of the planned activities require specialized knowledge and knowhow we have to plan with flights from Denmark to Sierra Leone with experienced staff/consultants running seminars and workshops.

1. The partnership/collaborators (our starting point)

* Describe any previous acquaintance or cooperation between the partners, and how these experiences have fed into the development of the proposed intervention.

As described earlier we have implemented 5 CISU-funded interventions with our partners over the last few years. These interventions include; (but not limited to) running information campaigns on STD’s, human and women’s rights, general health and HIV; networking/advocacy towards government officials, community leaders, relevant NGO’s; life-skill training of sex workers; reduce violence against women/girls (Gender-based violence); humanitarian response to crisis etc. We have covered a wide variety of topics as well as different approaches to influence e.g. decision-makers, law enforcement, male sex customers, sex workers and general public.

We are all accustomed to working together on development projects funded by private/public donors. Interventions are designed jointly between all 3 organizations while also ensuring perspectives of the target groups in question.

Based on our previous cooperation on various projects, we find it necessary to further develop our structural base as well as our (all partners) financial management skills. This intervention has been planned jointly between Denmark and local partners in Sierra Leone.

* Describe the partners and other actors’ contributions, roles, and responsibilities in relation to this intervention. There is no need to repeat the general information on the partners already given in CISU’s application system, Vores CISU.

BH DK will take overall lead on project and financial management of the intervention. Activities are planned and implemented jointly with local partners. Given that this intervention consists primarily of capacity building initiatives and the project period is rather short, BH DK will be responsible for most of the intervention. The local partners contributes with key staff/board members to participate in workshops and seminars. We plan to use this small scale intervention as a case to work with during some of the seminars granting participants relevant hands-on experience in e.g. financial management, bookkeeping, data collection etc. Local partners are primarily beneficiaries of the intervention.

* Justify substantial payroll costs, and if payroll costs are included for the Danish organisation, describe the tasks and why Danish personnel are best positioned to undertake these tasks.

Danish payroll costs reflects a need for specialized trainers running training/seminars. We will involve a Danish consultant – Mr. Christian Gregart - who has more than 20 years of experience in terms of e.g. structuring organisations, financial and project management on strategic levels, development of Protocol of Work, financial reporting and accounting, monitoring and evaluation, administrative support and much more. Mr. Christian Gregart will take lead on implementing most of the seminars, planning and developing content for training, follow-up on implementation and sparring during this intervention period. We need to set our ambitions high to further develop our local partners’ capacities and skills for future development work and effective management of projects. We have no doubt that results will match the expense.

1. Target groups, objectives, and expected results (our intervention)

* Who will benefit from the intervention? How many people will benefit in total? How will they participate in the intervention?

The primary beneficiaries in this intervention are 5 people from each local partner organisation, the local accountant and external financial controller and participants from BH DK (1-2) – 14 people total. The 10 people from local partner organisations are a mix of key staff and central members of the boards. All 10 will participate in the seminars and workshops covering a variety of different training modules on financial management of external funded projects, bookkeeping, project management etc. Through training and introduction to different methods of work relating to both organisational management and project management the participants will gain new skills and know-how increasing professionalism and thus affecting the overall output/impact by the organisations.

In addition, the goal of this capacity building is to continue with a TOT approach – whereby the accountant and financial controller as key staff with the local partners are both in a position to enhance the skills and capacities further among the Management and Board of both partners in Sierra Leone.

* Describe how the intervention will be implemented: what activities will be carried out? With whom? And when?

All activities planned are a direct follow-up on the recommendations and advice from the CISU monitoring visit and subsequent report in 2021.

List of activities:

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| **What** | **With whom** | **By whom** | **When** |
| 1.1: Development and documentation of manuals, standards and procedures. | Participants: Key staff and board members from BH SL & PP + local accountant and external financial controller, BH DK with 1-2 people. (14 people total) | External consultant from DK | July 2022 (3 workshops) |
| 1.2: Training of accountant and external financial controller with the perspective of TOT for other project-related staff in BH SL & PP. | Participants: Local accountant & external financial controller, BH DK with 1-2 people. (4 people total) | External consultant from DK | July/August 2022 (2 workshops) |
| 1.3: Training in and comprehension of the usage of manuals and procedures. TOT to be implemented on/with participants. | Participants: Key staff and board members from BH SL & PP, BH DK with 1-2 people. (14 people total) | External financial controller and local accountant (supported/supervised by external consultant from DK | September/October 2022 (2 workshops/ongoing development during end of project period.) |

1. Project-related information work in Denmark

**NOTE: reply only if the intervention includes project-related information work in Denmark.**

Information work in Denmark is not a requirement, but an option, which applicants are encouraged to take advantage of. A maximum of 2 % of the intervention budget can be applied for (budget line 8).

*Not applicable.*

If funds for information work are applied for, the following points should be reflected upon:

* The purpose of the information work.
* The target groups of the information work.
* The means of communication to be used (social media, printed matter, theatre, events, or the like).